

**Recruitment Process Challenges Within Eskom and Its Impact on Service  
Delivery: A Case of Empangeni Zone**

**By**

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## DECLARATION

**I IRENE NAIDOO do hereby declare that this study is merely my own work apart where indicated and all work has been compiled under the supervision of the aforementioned DUT supervisor. Information acquired from other authors has been referenced accordingly.**

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***'Grow in the grace and knowledge of our Lord and Saviour Jesus Christ.'* (2 Peter 3:18)**

## **ACKNOWLEDGEMENTS**

With God in my life, I am complete.

A special thanks to my parents Alec and Soundree Gopal for having faith in me and always supporting me. I am truly blessed to have you in my life. God certainly gave me the best parents in the world.

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This study is dedicated to my loving family.

## **ABSTRACT**

Eskom had an important role to play in South Africa's transformation and economic development with new regulations that govern the electricity industry. Since the new democratic government of 1994, the underprivileged races were to be given equal opportunity. The Basic Conditions of Employment Act No. 75 of 1999, The Employment Equity Act No. 55 of 1998, The Constitution of The Republic of South Africa Act No. 108 of 1996 and The Labour Relations Act No. 66 of 1997, are some of the regulations that have had to be considered in the Eskom Recruitment and Selection Policy. This study investigates the challenges of recruitment and selection within Eskom and its impact on service delivery. The analyses of 100 valid responses was obtained through a questionnaire that was administered to respondents selected through a purposive sampling method, to determine if the recruitment and selection criterion has a significant effect on the organisation's performance and service delivery.

This study engaged in a quantitative approach which was required to gauge data rich responses from respondents.

The analysis suggest that filling vacancies internally poses a challenge and impacts on service delivery. Moreover, service delivery is severely impacted as many employees are required to work overtime due to inadequate manpower. It is based on these findings that the study recommends, outsourcing of a qualified labour force which will positively impact on service delivery. As well as creating a less bureaucratic process in the recruitment and selection of potential employees.

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## **LIST OF ACRONYMS AND ABBREVIATIONS**

**KZN OU:** Kwa Zulu Natal Operating Unit

**SOEs:** State owned enterprises

**HRM:** Human resource management

**PSC:** Public Service Commission

**KMO:** Kaiser-Meyer-Olkin

**HR:** Human Resources

**EK:** Employer knowledge

# CHAPTER ONE

## INTRODUCTION

### 1.1 BACKGROUND OF STUDY

Eskom was established in 1923 as the Electricity Supply Commission (ESCOM) by the South African government in terms of the Electricity Act (1922). Its name was later changed in 1987 to Eskom ([www.eskom.co.za](http://www.eskom.co.za)). Prior to the establishment of Eskom, the first electricity utilities in South Africa were the municipalities.

Eskom became one of the world's giant power companies. As a state-owned enterprise, it had an important role to play in South Africa's transformation and economic development; new regulations govern the electricity industry. Since the new democratic government of 1994, the underprivileged races were to be given equal opportunity. The regulation of Human Resource Management has been amplified considerably. The Basic Conditions of Employment Act No. 75 of 1999, The Employment Equity Act No. 55 of 1998, The Constitution of The Republic of South Africa Act No. 108 of 1996 and The Labour Relations Act No. 66 of 1997, are some of the regulations that have had to be considered in the Eskom Recruitment and Selection Policy.

Recruitment and Selection plays an integral role in in the efficiency of an organization. According to Shivadrurappa, et al. (2010:12), effective Human Resource Management can generate significant values to the organization:

- The organization is able to attract and retain competent and capable employees. Recruitment planning supports the organization fully in terms of human resources, to fulfil different positions in required periods.
- It is easier to recognize best candidates for opening position via the recruitment and selection procedure. In addition, it helps to make sure they are appointed to the right job.
- Employees will have chances to enhance their current skills, knowledge, abilities and attitudes in performance assessment and training procedure.
- Encourages employees to exceed their work.
- Organization will offer maximum chances for employees' development.

- Valuable in attaining company's goals, efficiency and effectiveness.
- The stability between job seekers in labour market and available jobs is preserved.
- Support and produce appropriate and effective employment.
- It helps to generate cooperative, friendly and united relationships between separate work teams.
- Provide employees with opportunities to develop their skills and proficiency.
- The standardization of wages help to diminish employees' income divergence.

It has also been debated that in order for an organisation to build and sustain the competitive advantage, proper staffing is critical (Djabatey, 2012). Recruitment and selection is crucial in an organisation therefore, this study sets to scrutinise the recruitment process challenges and its impact on service delivery.

#### Institutional theory

Glover and Rushbrooke in Masete (2006:58) argue that institutions have certain features in common, with each possessing an identity such as a name, an objective, a written constitution, a list of employees and methods of replacing and recruiting new employees to ensure continuity. These institutions have certain characteristics in common such as institutional objectives, the use of employees to achieve the task, a form of structure to coordinate the people expected to achieve the objective, and a changing environment to operate within.

## **1.2 RATIONALE OF STUDY**

It has been highlighted that there are recruitment challenges faced in the Empangeni Zone. The purpose of this study is to identify the challenges faced in the Empangeni Zone while implementing the recruitment process, and how this has impacted on service delivery. Empangeni Zone, chosen by the researcher due to its unique geographical area and the researcher's previous employment, in the Kwa Zulu Natal Operating Unit (KZN OU) Empangeni Zone. In April 2015, Eskom implement the Shared Services model for support services and Recruitment is of one such services.

Recruitment is now done centrally with its head office situated in Johannesburg. The implementation of the Shared Services concept resulted in administrative and



process changes which brought about various other challenges including the review of job profiles, staff restructuring and relocation. These changes resulted in Eskom implementing a moratorium on employment. One of the objectives of the study is to determine the impact of recruitment on Service Delivery.

### **1.3 DEFINITION OF CORE CONCEPTS**

It is vital that the core concepts of this study are defined. This will facilitate better understanding of what will be covered in this study. Recruitment, Selection and Service Delivery are defined within the framework of recruitment for the purpose of this study.

**Recruitment:** Opatha (2010) describes recruitment as the process of finding and attracting suitably qualified people to apply for job vacancies in the organization. It is a set of activities an organization uses to attract candidates who possess the needed abilities and attitudes. According to Gamage (2014), the purpose of recruitment is to provide the organization with a pool of potentially qualified job candidates. The quality of human resource in an organization highly depends on the quality of applicants attracted because organization is going to select employees from those who were attracted.

**Selection:** According to Nel, van Dyk, Haasbroek, Schultz, Sono and Werner (2004) selection is the process of determining which individual will best match particular jobs in the organizational context, taking into account individual differences, the requirements of the job and the organization's internal and external environment. De Waal et al (2005:264) explain that Affirmative Action or preferential treatment for previously disadvantaged groups as being put in place to establish equality in the workplace, etc. The grounds are commonly based on race or gender. Selection is therefore governed by the affirmative action policy.

**Service Delivery:** Service delivery first requires a common definition of service, which is defined as a product or activity that meets the needs of a user or can be applied by a user. To be effective, services should possess these attributes: Available and timely, Dependable and reliable, Usable, Useful, Credible, Authentic, Responsive and flexible, Sustainable and Expandable. Service delivery, then, is a

continuous, cyclic process for developing and delivering user focused services. One of Eskom's values is Customer Satisfaction - Caring the Eskom Way.

As stated in Eskom's standard code of Ethics, 'The Way': In Eskom we demonstrate Customer Satisfaction by:

- Being passionate and committed to service delivery of the highest standard for both our internal and external customers.
- Understanding our internal and external customers' needs and expectations, and striving to offer timely, reliable and quality service.
- Encouraging customer feedback, both positive and negative, to improve our service.

#### **1.4 RESEARCH PROBLEM**

The reason for focusing on recruitment process challenges within Eskom and its impact on service delivery within the Empangeni Zone is, since April 2015, Eskom implemented the Shared Services model for support services and recruitment is one of such services. Recruitment is now done centrally with its head office situated in Johannesburg. The implementation of the Shared Services concept resulted in administrative and process changes which brought about various other challenges including the review of job profiles, staff restructuring and relocation. These changes resulted in Eskom implementing a moratorium on employment. The study aims to determine the recruitment process challenges and its impact on service delivery within Empangeni Zone.

#### **1.5 RESEARCH OBJECTIVES**

The main aim of this study is to determine the recruitment process challenges within Eskom and its impact on service delivery within the Empangeni Zone.

The objectives that emanated from the main aim are as follows:

- To determine the impact of Eskom's decision to reduce its recruitment of external candidates on Empangeni Zones performance.
- To determine the impact of recruitment on service delivery.
- To determine the effectiveness of the implementation of the Shared Services Model.

- To identify the level of job satisfaction within the organization.
- To establish if the current robust way of recruiting is working for the Empangeni Zone

## **1.6 RESEARCH QUESTIONS**

This research is conducted to find answers to the following questions:

- What is the impact of Eskoms decision to reduce its recruitment of external candidates on Empangeni Zones performance?
- What is the impact of recruitment on service delivery?
- How effective is the shared services model?
- What is the level of job satisfaction within the Empangeni Zone?
- Is the current method of recruitment effective within the Empangeni Zone?
- What recommendations can be made to Eskom to improve the situation in terms of the recruitment process?

## **1.7 SUMMARY OF RESEARCH METHODOLOGY**

This research is descriptive in nature using a quantitative research approach. The process of research includes the sampling strategy, questionnaire development and distribution, collection and data analysis.

The primary data will be collected through semi-structured questionnaires. The advantages of primary data are that it addresses the specific research issues and the targeted issues are better addressed. The most common data collection method includes collecting data through observation, interviews and focus groups, and finally, questionnaires (Saunders, Lewis, and Thornhill (2009). On the other hand, there are also disadvantages, which include high cost, inaccurate feedback, it is time consuming and more resources are required.

## **1.8 RESEARCH DESIGN**

Research design is a comprehensive plan for data collection in an empirical research project (Bhattacharjee, 2012:35) which is a “blueprint” for empirical research aimed at answering specific research questions or testing specific hypotheses. Furthermore, the research design specifies at least three processes: (1) the data collection process, (2) the instrument development process, and (3) the sampling

process. Additionally, White (2009:98) views research design as a point at which research questions are converted into the research project. Similarly, (van Wyk, 2012:4) agrees that the research design is the overall plan for connecting the conceptual research problems to the pertinent (and achievable) empirical research. In other words, the research design articulates what data is required, what methods are going to be used to collect and analyse this data, and how all of this is going to answer your research question.

This study followed a descriptive research design to determine the impact of recruitment process within Eskom and its impact on service delivery: A case of Empangeni Zone.

### **1.9 POPULATION/TARGET POPULATION**

Population refers to a set of subjects which encompasses the total collection of all units of analysis about which the researcher wishes to make specific conclusions. Population means all the people or subjects about whom the study is meant to represent (Jackson, 2008:97). In other words, a population is a full set of cases from which a sample is taken.

Rule and John (2011:63) explain that it is very difficult to consult everyone in the case study. The target area is KwaZulu-Natal Operating Unit (KZN OU) – Empangeni Zone. The sample population will be 100 respondents. A sample population is used as it is not practical to deal with 500 employees and the budget for the study is limited.

### **1.10 SAMPLING METHOD**

The sampling technique will be purposive sampling which seeks a predefined characteristic. This is a type of non-probability sampling technique where units in the sample are selected basing on characteristics pre-specified so that the sample will have same distribution characteristics assumed to be existing in the population (Babbie 2012: 192). Purposive sampling plans fall into two categories: judgment and quota sampling designs (Sekaran, 2006:279). The researcher will assist with the completion of the questionnaire.

The population of the study area consist of approximately 500 employees. This study targeted a total of 100 responses from Eskom KwaZulu-Natal Operating Unit (KZN OU) – Empangeni Zone workers. In total, 110 questionnaires were distributed, 10 questionnaires were for the pre-test and 100 questionnaires were for the study of which 100 were returned which gave a 100% response rate.

The target population is made up of Managers, Artisans, Clerical workers and Apprentices.

### **1.11 MEASURING INSTRUMENT**

A questionnaire will be used as the primary measuring instrument. A questionnaire is easy to administer (Malhotra 2014: 178) and has a predetermined set of responses which facilitates the entire process.

The questionnaire will be made up of 4 sections. Section A aimed at understanding respondents, Eskom staff Biographical information. Section B will address recruitment and selection. Section C relates to Job Satisfaction within the organisation and lastly Section D covers Service delivery.

The respondents will be given 2 hours within which to return the questionnaires. The researcher will be present to assist the respondents in answering any questions that could arise during the filling out of the questionnaire.

### **1.12 DATA ANALYSIS**

The data obtained from the questionnaires will be thoroughly checked for any errors before the information can be captured. Data analysis will be conducted using the STATA version 13 software package. STATA is a complete integrated software package that provides all your data science needs, data manipulation, visualization, statistics and reproducible reporting. This package is most widely used in the analysis techniques to help the researcher explore, present, describe and examine quantitative data. A thematic content analysis was carried out on the data to generate themes which are relevant to the study.

### **1.13 DELIMITATIONS / SCOPE OF STUDY**

For the purpose of this study, the researcher will focus on KwaZulu-Natal Operating Unit (KZN OU) with the study area being Empangeni Zone within the region. This zone has +/- 500 employees.

### **1.14 LIMITATIONS OF THE STUDY**

Due to time and cost constraints, this study will be limited to 100 participants. The study cannot be generalised as the sample is small. Out of the 100 surveys, the researcher anticipates 80% responsiveness because the questions are not intrusive.

### **1.15 VALIDITY AND RELIABILITY**

Validity is described as the degree to which a research study measures what it intends to measure. In other words, it is the extent to which the research findings accurately represent what is really happening in the situation (Welman et al., 2005:142). In conventional usage, the term validity refers to the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration (Babbie and Mouton, 2001:122, in Shaidi 2013). (Salkind, 2001:113, in Shaidi 2013) defines validity as the quality of the measuring instrument doing what it is supposed to do. It is clear that validity is normally referred to as the outcome of a test or survey. The objectives of the study were considered when drawing up the measuring instrument. A survey was used, the survey consist of open and closed ended questions made up of mainly “yes” or “no” questions.

Reliability is the consistency of results when the experiment is replicated under the same conditions, which is very different to validity. Reliability is important as it relates to the credibility of the research. If a research finding can be repeated, it is reliable. In other words, if anyone else were to repeat the research, they should obtain the same results as those obtained originally. Kumar (2011:181, in Musasa, 2014) defines reliability of a test as the degree to which recurring measurements conducted will produce similar outcomes under regular conditions. Both pre-test and content testing will be conducted.

## **1.16 ANONYMITY AND CONFIDENTIALITY**

Anonymity is important to ensure that the responses received from the participants are honest and reliable. People may not want to divulge information to avoid victimization. The identity of the interviewees will be kept strictly confidential. The respondents are also required to be anonymous, that is, no name or identification is given (Welman et al., 2005:153).

Confidentiality is important to ensure honest responses from all the participants. Responses will not be shared outside this research. The data will not be shared or used for any other study.

## **1.17 ETHICAL CONSIDERATIONS**

The researcher needs to be aware of the general agreements about what is proper and improper in the conduct of an inquiry. (Babbie and Mouton, 2001:520-527, in Shaidi, 2013) summarise some of the most important ethical agreements that prevail in social research as being voluntary participation; no harm to the participants; anonymity and confidentiality; and not deceiving subjects.

The researcher obtained permission to carry out the study by the Durban University of Technology and Eskom's senior management.

Participants will be adequately informed prior to engaging in the interview as well as answering the questionnaire that participation is voluntary and can be terminated at any time without a penalty.

To ensure the anonymity and confidentiality of participants, no names or personal details of the participants will be required by the questionnaire. The researchers name and contact details will be made available to the participants should they have any concerns in respect of the survey.

## **1.18 OUTLINE OF CHAPTERS**

### **Chapter 1: Introduction**

This chapter will give a detailed introduction to this research. It will cover the background to the research, problem statement, research objectives and summary

of the literature review, a summarised research methodology, and the limitations to this study.

## **Chapter 2: Conceptual and Theoretical Framework on Recruitment and Service Delivery**

This chapter presents different concepts and theories underpinning the study. It will reveal the common characteristic for a company or firm choosing shared service model, which is cutting cost and quality enhancement of service.

## **Chapter 3: Literature review**

This chapter reviews the existing literature about the study which will be in the field of recruitment and selection and the impacts thereof on service delivery.

## **Chapter 4: Research Methodology**

The focus of this chapter is on specifying the study type, research design, research approach, target population, sample size and selection, sampling technique, instrument design, and the procedures for data collection and analysis.

## **Chapter 5: Research findings and discussion of results**

This chapter presents the findings and analysis of the results of this study using various statistical methods. Discussion of the results will then accordingly follow.

## **Chapter 6: Conclusions and recommendations**

This chapter deals with the conclusion of the study. Based on the findings, appropriate recommendations will be made.

### **1.19 CONCLUSION**

This chapter is an introduction to the study and it provides an outline in which this research will follow. It also depicts a broader perspective of the entire study. The aim and objective of this study are detailed and these will direct the study in confirming they are reached. The outline of the chapters and brief explanations of its intended content are provided. In the chapter to follow concepts and theories underpinning the study will be presented. Thereafter, the literature review of published resources related to the research is recorded.



## **CHAPTER TWO**

### **CONCEPTUAL FRAMEWORK ON RECRUITMENT AND SERVICE DELIVERY**

#### **2.1 INTRODUCTION**

This chapter provides the conceptual framework that underpins this study. A framework serves as the basis for understanding the correlation patterns of interconnections across events, ideas, observations, concepts, knowledge, interpretations and other components of experience (Svinicki, 2010).

The conceptual and theoretical framework discussed in this chapter share some coherence that bears importance to the study under investigation. These concepts and theories were derived thorough review of the literatures on institution theory, Human capital theory and shared service model as well as recruitment and selection process; service delivery; and legal framework on recruitment.

#### **2.2 CONCEPTUAL FRAMEWORK**

Conceptualisation refers to a process through which one specifies the meaning of particulars terms within the context of the study (Babbie and Mouton, 2009). Specifically, they stress on clarification and analysis of key concepts in a study. One of the key concepts referred to in this study, is state owned enterprises (SOEs) which can be interchangeably called entity, firm, institution, company or organisation. Hence, the conceptual framework for this study was made up of state owned enterprises; recruitment; selection; service delivery; legal framework and Eskom, the power utility. This study adopts various theories of recruitment, including institution theory, the Human capital theory and shared service model.

##### **2.2.1 State owned enterprises**

State owned enterprises (SOEs) refer to business entities established by central and local governments, whose supervisory officials are from the government (The Organisation for Economic Co-operation and Development (OECD), 2009:5). The recent definition from OECD (2014) state that state-owned enterprises refer to any

autonomous public entity that involves in commercial activities and controls, directly or via other government-controlled institutional units, by the central or federal government. Also, Bakos and Petrakos (2017) mention that state-owned companies are a basic element of a nation's integrated financial interactions. State-owned enterprises are independent bodies partially or wholly owned by government (Ovens and Associates, 2013). They indicate that these entities perform specific functions and operate in accordance with a particular Act. In light with the definition and from a service delivery perspective, Mbo and Adjasi, (2013) indicate that SOEs are state's own vehicles for service delivery, run and directed by politicians, who may have an upper hand in the direction of SOEs.

However, in the South Africa, in accordance with international trends, corporatization, to transform agencies into state-owned corporations, was introduced in some sectors to promote more effective and efficient service delivery as waves of democracy obliged (Ovens and Associates, 2013).

### **Characteristics**

Prior to the above, definitions, Spencer (2008) views SOEs from enterprises perspective as an enterprise in which the state has significant control, through full, majority, or significant, ownership. Therefore, SOEs are characterised by solely or partially owned and control by the government. Put differently, SOEs are characterised by sole and exclusive rights to own and operate important resources (Mbo and Adjasi, 2013). They are also, characterised by state-owned and state-holding enterprises. The former, indicate that SOEs are wholly state-funded firms and the later, stipulates firms in which the government holds majority shares. The legal form of SOE serves as the functional framework. This revolves simplification, standardization and operational practices in concordance with the corporate norms. However, the key in managing SOEs is its characteristic of having the state as the owner.

### **Role/importance**

SOEs have a dominant role to play. SOEs provide multiple services to the citizens of any country in the world. This implies that they are key sectors of the economy of a country in providing utility services, infrastructure and finance to citizens. The utility services range from electricity, health, water, transport, massive employment and

entertainment. In the case of South Africa Durban, one can refer to Country club, Ushaka marine world, ICC as SOEs and Eskom as SOEs at national level.

According to the World Bank, (2014) state-owned enterprises (SOEs) play a great importance in a country economic sector in terms of size and also in activities. These respectively include contribution to the economy and service delivery to the public (performing public service). This importance in being self-evident attracts international political and scientific attention according to the World Bank, (2014). In the same line of importance, Armstrong (2015) indicates that “the value of SOEs lies in their potential to provide efficient, reliable and affordable critical products and services in key sectors, such as power generation and water supply, transport, oil and gas and hospitals”. He stresses that SOEs enable expensive and expansive investments that are often beyond the private sector’s capacity. He was of the view that “SOEs contribute to health, welfare, education and infrastructure improvements, poverty reduction and inclusive economic growth” under one condition, which is “well-run”. This implies that when SOEs are well run, lead to development of its beneficiaries and to the country at large.

### SOEs challenges

Wong (2004) views SOEs poor performance that is attributed to the three main challenges they face compared to private enterprises. These include clear objectives; transparency and political insulation. The following table exemplify these challenges.

**Table 1: Description of three main challenges in SOEs**

Clear Objectives	Transparency	Political Insulation
<ul style="list-style-type: none"> <li>• <b>Clear mandate</b></li> <li>• <b>Clear performance metrics and guidance on trade-offs</b></li> <li>• <b>Cost of non-commercial objectives are priced-in</b></li> </ul>	<ul style="list-style-type: none"> <li>• High level of disclosure by SOE and government</li> <li>• Constructive dialogue among government, SOE and the public</li> </ul>	<ul style="list-style-type: none"> <li>• Consolidated ownership and monitoring</li> <li>• Arm’s length relationship with other branches of government</li> <li>• Corporate structure with professional board</li> </ul>

Source: Wong, 2004

The above challenges pose problems to SOEs reform in order to perform accordingly with regard to their mandates. The reform to the above challenges leads to improving the poor SOEs performance. In the same line, Armstrong (2015) arguably indicates that running SOEs well represents a significant challenge, in terms of decision making, toward production of goods and service delivery. Also, in terms of social and commercial goals, furthermore, in terms of the political interplay with structures and activities created with the private sector. Moreover, he points out that mixing ownership and regulatory roles can cause conflicts of interest, as can the appointment of government bureaucrats, such as the energy or finance minister who sits on the board of the state-owned electrical utility.

The above challenges affect performance, resulting in poor quality products or unreliable service delivery and thereby causing enterprises to bleed money (Armstrong, 2015). Regardless of the above challenges, (SOEs) contribute, support and promote urban growth and development (Ovens and Associates, 2013). For them, SOEs have significant power in shaping the urban landscape.

In the context of South Africa, SOEs have direct impact on urban growth and development. Broadly these are (1) Power generation transmission and distribution; (2) ICT; Transport; (3) Major land holders; and (4) Providers of development support (Ovens and Associates, 2013). Thus, ESKOM is among these categories and generates, transmits and distributes electricity to end users.

State-owned enterprises (SOEs) play an important role in South Africa's economy. However, in practice, significant parts of the SOE sector have been characterised by chronic under-performance with poor returns on government investments and continuous reliance on government support.

SOEs play a vital role in terms of the direct services they provide. The population's access to water, electricity, sanitation and transportation is almost entirely dependent on the state, operating through corporate vehicles (OECD, 2015). In addition, SOEs are among the main sources of urban employment.

## **Eskom**

Eskom is a South African electricity public utility, established in 1923 as the Electricity Supply Commission (ESC) by the government of the Union of South Africa in terms of the Electricity Act (1922). It was founded by a parliamentary act, namely the Electricity Act of 1922, which allowed the Electricity Control Board to appoint Hendrik Johannes van der Bijl as the Chairman of the Board (Conradie, and Messerschmidt, 2000).

According to Sanchez, (2014) Eskom is the largest producer of electricity in Africa. He pointed out that Eskom is among the top seven utilities in the world in terms of generation capacity and among the top nine in terms of sales. In 1987 the South African electricity public utility changed the name to ESKOM. Prior to the establishment of Eskom, the first electricity utilities in South Africa were the municipalities.

Eskom became one of the world's giant power companies. Eskom had an important role to play in South Africa's transformation and economic development; new regulations govern the electricity industry. Since the new democratic government of 1994, the underprivileged races where to be given equal opportunity. The regulation of Human Resource Management has amplified considerably.

### **2.2.2 Recruitment**

The concept of recruitment was developed from brand equity and brand knowledge theory that in recruitment were called recruitment equity (Dahehsari, 2017:188) Recruitment is the process of finding and engaging the people an organisation needs (Armstrong, 2011:515). An emphasis on recruitment is that it is one of the key factors to organizations' growth and success (Izuogu, 2015:162). In the same line of definitions, recruitment can be defined as "those activities in human resource management which are undertaken in order to attract sufficient job candidates who have the necessary potential, competencies and traits to fill job needs and to assist the public service institution in achieving its objectives" (Erasmus et al., 2005:206).

On the other hand, the literature on recruitment decisions revolved around: (1) Target population; (2). Determination of applicant source, and (3) how to attract

applicants to the organization (Ashraf, 2017). He argues that recruitment requires effective planning and to collaborate closely with the management. Therefore, recruitment is one of the most subcontracted Human Resource activities across different countries and South Africa is one of them. More importantly, the main purpose of the recruitment is to attract a sufficient number of candidates that meet the job requirements, the employer can select the best person for a particular job (Muscalu, 2015:351). Further, he adds that recruitment attracts both human resources needed to develop adequate activity of organization and human resources attracted increasing their chances to remain in the organization as long as possible(p352).

#### Legal framework on recruitment process in South Africa

This section highlights legal guidelines in South Africa underpinning the conduct of recruitment process for any institution or organisation. Thus, the first and utmost is the South African constitution, which underlines the manner in which the recruitment process can be undertaken. The following are the important legal framework on recruitment process.

1. Public Service Regulations, 2001
2. The Employment Equity Act 55 of 1998
3. The Constitution of the Republic of South Africa 1996
4. The Labour Relations Act 66 of 1995
5. The Public Service Act, 1994 (Act 103 of 1994)

From the legal aspects, “The Employment Equity Act 55 of 1998” for example advocates for “equity in the workplace by promoting equal opportunity and fair treatment in employment through elimination of unfair discrimination and implementing affirmative action measures to redress the disadvantages in employment experienced by designated”. This is about, employment equity plans, as a matter of concern to include numerical goals to achieve equitable representation of suitably qualified employees from disadvantaged groups.

Also, the constitution of South Africa gives effect to the right to fair labour practices as stated in Section 23(1) and makes provision for the regulation of basic conditions of employment. This implies in the absence of compliance with these legislations, leads to challenges in the conduct of recruitment and may affect the service delivery.

Thus, with regard to Eskom, the Basic Conditions of Employment Act No. 75 of 1999, The Employment Equity Act No. 55 of 1998, The Constitution of The Republic of South Africa Act No. 108 of 1996 and The Labour Relations Act No. 66 of 1997, are some of the regulations that have had to be considered in the Eskom Recruitment and Selection Policy.

According to Notten (2003) an international research project was conducted to investigate and compare human resources practices in organizations in South Africa and Singapore. Popular strategies in these two countries include developing talent within an organization and developing career plans. Cloete (1993), states that the process of recruitment must be undertaken with a view of obtaining the services of people of quality.

One of Eskom's values is Customer Satisfaction - Caring the Eskom Way. 'The Way': In Eskom we demonstrate Customer Satisfaction by:

- Being passionate and committed to service delivery of the highest standard for both our internal and external customers
- Understanding our internal and external customers' needs and expectations, and striving to offer timely, reliable and quality service
- Encouraging customer feedback, both positive and negative, to improve our service

### **Recruitment process**

As a process, recruitment according to Cherrington (1995:192) attracts potential job applicants from the available force. In so doing, it can be defined as the "process of exhausting all the sources for finding prospective employees". It implies that the process to find suitable candidates for the jobs available in the organisation. Recruitment equity is the employer's knowledge of job seekers that they get before and after they were involved in the recruitment process (Dahesihsari, 2017:188). With regard to public sector organizations need to achieve their objects by providing effective and efficient services to the people and this requires skilful workers (Ashraf, 2017:3). Skilful workers require adequate recruitment process.

In the recruitment process, Muscalu, (2015) views identification of sources as an important step. It follows that in his views, recruitment sources may be internal or external, but most use both sources, which result in increasing the chances of attracting candidates as well as prepared and competitive. From the above understanding of recruitment process, Richardson(2009:4) indicates that successful recruitment involves the several processes of: Develop a policy on recruitment and retention and the systems; Assessment to determine the current and future human resource requirements; Identification, within and outside the organisation, of the potential human resource pool and knowledge and skills related; Job analysis and job evaluation to identify the individual aspects; Assessment of qualifications profiles; Determination of the organisation's ability to pay salaries and benefits; and identification and policies related to the process to ensure equity and adherence. Similar to the above view of Richardson, the recruitment process typically consists of a sequence of steps that need to be followed to ensure that the best possible job applicant is appointed in terms of relevant knowledge, skills and capabilities (Thebe, and Van der Waldt, 2014:4). They argue that these steps provide a sequential and systematic way of managing the recruitment process. This implies that any organisation human resource division starts by planning to determine the extent of demand and supply needed in the market.

Thereafter, the recruitment process considers undertaking in the analysis the following variables: Initial or preliminary interview; Application Blank; References; Psychological Tests; Interviewing; Approval by the Supervisor, and Physical Examination. However, the recruitment of human resources in an organization can be a costly and difficult when the labour market is low and there are no offers for requests of the organization who wants to recruit (Muscalu, 2015:3510). The following table provides steps of any recruitment process.

**Table 2: Recruitment Process**

Steps	Tasks
<b>Steps1</b>	Identify the need to recruit/determine whether a vacancy exist
<b>Steps2</b>	Update the job description, specification and profile
<b>Steps3</b>	Determine the key performance areas of the job/recruitment planning
<b>Steps4</b>	Consult the recruitment policy and procedure



<b>Steps5</b>	Consider the sources of recruitment (searching)
<b>Steps6</b>	Choose the appropriate recruitment method
<b>Steps7</b>	Develop the recruitment advertisement/strategy development
<b>Steps8</b>	Place the advertisement in the most appropriate and suitable communication medium/implement a decision
<b>Steps9</b>	Ensuring availability of application blanks/ensure pool of potential qualified applications/allow sufficient time for responses
<b>Steps10</b>	Screen responses/screening
<b>Step11</b>	Recruitment evaluation and control

Source: Updated from Thebe, and Van der Waldt, 2014:5

### **Selection**

According to Armstrong, (2011:515) selection refers to the part of the recruitment process concerned with deciding which applicants or candidates should be appointed to jobs. Swanepoel, et al., (2003:311) for example define selection as the process of trying to determine which individuals will best match particular jobs in the organisational context, taking into account individual differences, the requirements of the job and the organisation's internal and external environments. Further, Robert (2005:77) defines selection as involving the evaluation of candidates and development of systems, procedures and methods according to which sound selection can be made in order to ensure the addition of high quality personnel to the organisation concerned.

It may be concluded that through selection of job seekers, employers look for suitable personality qualities, attitudes, and values, in line with organizations need and fit for the job and organisation (Ashraf, 2017).

### **Recruitment and selection**

To combine recruitment and selection, Taylor (2006) refers recruitment to an activity that generates a pool of applicants wishing to be employed by an organization out of which suitable candidates are selected. Therefore, effective recruitment practice reduces labour turnover and enhances employee morale Izuogu, (2015). In so doing, he added that an effective recruitment and selection help in organisational profitability.

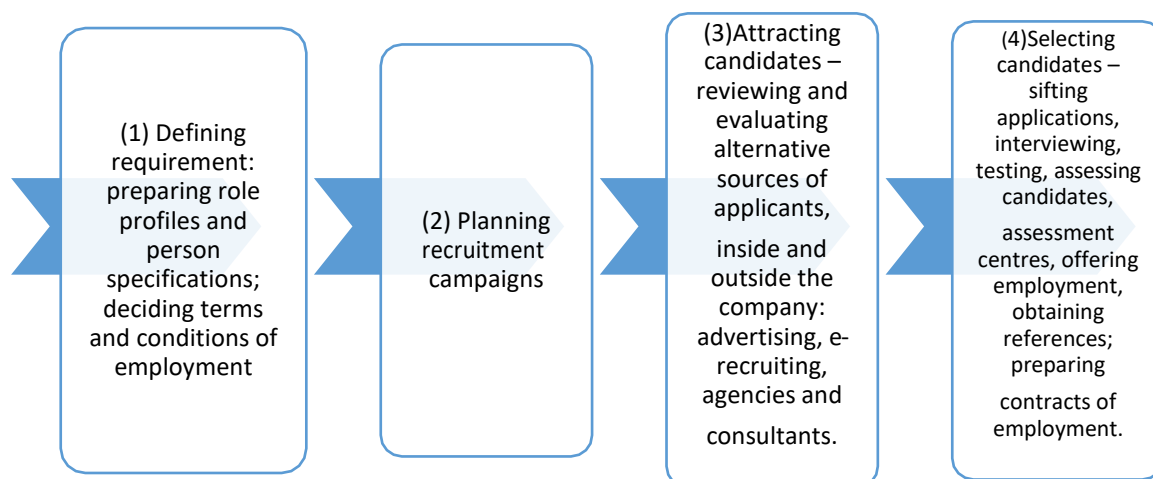
The autocratic model specifies employee selection on the basis of specific task abilities which enables the subunit of the organization to fill job roles with employees who are already qualified in a relevant area (Collins, 2009). The autocratic model of recruitment and selection as identified by Baron et al. (2001), cited in Collins, and Kehoe,(2009:213), “is one system of management that fits with the definitions of a mechanistic structure as it reflects a strict centralized managerial philosophy”. In this model, selection relies on abilities which enable the sub-unit of the organization to fill job roles with employees who are already qualified in a relevant area (Collins, and Kehoe, 2009). Further, recruitment and selection can be categorised in three stages including characterizing requirement, attracting hopefuls and selecting hopefuls (Armstrong, 2001)

The public sector needs competent workforce to provide services adeptly, so it is of utmost importance that right candidate is there for the right job (Ashraf, 2017). Thus, the importance of recruitment and selection is indeed great with reference to government organizations. As an organisation, Employer knowledge (EK) influences how job seekers process and react to information about the organization (Dahesihsari, 2017:188). He refers (EK) to job seekers’ memories and associations that they have regarding an organization.

In the literature on recruitment and selection, Collins and Kehoe, (2009) declare that unique systems of recruitment and selection practices are necessary to provide the level of employee knowledge, skills, and abilities to match the level of information equivocality faced by the employees in these roles.

Armstrong (2011) established four stages of recruitment process in the following illustration:

**Figure 1: Four Stages of Recruitment Process**



Source: Updated from Armstrong, 2011

In this process, Armstrong, (2011) stresses on attracting candidates. He sees the importance to analyse recruitment strengths and weaknesses which, will result in expected results. At the centre of recruitment analysis the matter of concern is primarily the identification, evaluation and using the most appropriate sources of applicants as he indicated. However, challenges or difficulties occur, when attracting or retaining candidates are being met or anticipated prior to the actual process of recruitment. Armstrong indicated that the analysis is important given that the organization can be in needs to improve as an employer if it is to attract more or better candidates and to retain those selected.

**Table 3: Different Recruitment Models**

No	Model	Recruitment and selection practices	Impacts	
			Recruitment	Selection
1	Autocratic	Local recruitment - low-skilled labour sources Continuous recruitment in expectation of high turnover Employment brand based on individual pay Select for skills to perform immediately in job	To fill low skilled jobs managed with tight control	Little resources on selection activities

		Select for willingness and ability to follow direction		
<b>2</b>	<b>Bureaucratic</b>	<p>Targeted recruitment at labour sources with specialized skills</p> <p>Employment brand based on development opportunities</p> <p>Recruitment and selection are centralized</p> <p>Selection based on skills to perform immediately in job</p> <p>Selection for ability to follow rules and procedures</p>	<p>control and formalization of the mechanistic structure</p> <p>likelihood to develop and invest in more advanced recruitment efforts</p>	<p>Significant decisions, are centralized</p>
<b>3</b>	<b>Commitment</b>	<p>Targeted recruitment at labour sources that match company culture</p> <p>Employment brand based on development opportunities and long-term employment</p> <p>Selection based on fit to company culture and values</p> <p>Selection carried out by peers in position</p> <p>Selection based on adaptiveness and ability to grow with company</p>	<p>Seeks workers who will fit well with the company's existing culture and who are likely to remain with the company for an extended period of time</p>	<p>Primary criterion relies on applicants' fit with company culture and values</p>
<b>4</b>	<b>Professional</b>	<p>Targeted recruitment at labour sources with specialized skills</p> <p>Employment brand based on challenging work</p> <p>National search and employment brand-building efforts</p> <p>Selection based on certification of specialized skills</p> <p>Selection based on ability to collaborate and work across teams</p> <p>Components of alternative recruitment and staffing models</p>	<p>likelihood to be widespread in scope and well-funded</p>	<p>Focus on applicants' specialized knowledge and skill sets</p>

Source: Updated from Collins and Kehoe, (2009)

To compare the autocratic model to others model, it appears more likely to experience higher turnover than other. Two models match with a mechanistic structure (likelihood to support a strategy of exploitation) and two other match with an organic structure (likelihood to achieve optimal levels of performance) businesses globalize and employ people from different cultures.

### **2.2.3 Performance and service delivery**

#### **Performance**

According to Armstrong (2015) performance is viewed in terms of addressing challenges related to SOEs. In this regard, he advocates for a comprehensive and contextually relevant approach in governing SOE can contribute to improved performance of state-owned companies. This approach as he states, include policy reforms, restructuring, external incentives, such as increased competition, and more private sector participation, as well as fiscal discipline. Thus, he sees selection of directors as primary step towards governance changes to be considered in the process. In contrast, viewed good performance in SOEs ensured through restrained political influence with boards being held more accountable (Mbo and Adjasi, 2013). They also, assumed that efficiency in relation to SOEs with a larger workforce call to a wider range of skill and expertise and stand a better chance to respond to business needs and hence perform better.

It follows, according to Jibrin-Bida and Abdul-Majid, (2017) there are two views of performance. One the one hand, performance view from an organisation results/ output, which are goods and services. On the other hand, it is viewed from an organisational behaviour which causes results. Based on citizens' service satisfaction, Hodgkinson et al., (2017) refer satisfaction to a measure of performance in itself. The assertion is that citizens' satisfaction should increase when service delivery is undertaken by external agents as these providers are pressured into meeting the demands of users for their survival (Hodgkinson et al., 2017:7). Ahmed et al., (2017:225) maintains that fair recruitment and selection, better training and development opportunities and attractive compensation and benefit packages increase the level of satisfaction of employees.

## **Service delivery**

According to the recent work of Mbatia, (2015) service delivery requires a common definition of service, which is defined as a product or activity that meets the needs of a user or can be applied by a user. To be effective, services should possess these attributes: Available and Timely, Dependable and Reliable, Usable, Useful, Credible, Authentic, Responsive and Flexible, Sustainable and Expandable (Carrillat, Jamarillo and Locander, 2004). Service delivery, then, is a continuous, cyclic process for developing and delivering user focused services. The emphasis is on the description of as described, time and space; specification of deliverables; appropriateness; affordable and consistent over time of services as important to decision making and end users.

The quality of public service is becoming increasingly important for the general public and consequently for policy-makers (Zhu and Peyrache, 2017). Ashraf, (2017) states that the importance of recruitment and selection is indeed great with reference to government organizations. He further indicates that for an effective and efficient delivery of services, it is essential that they engage a balance number of skilled human resource strength. The emphasis they have portrayed is on the citizen aspirations and expectations towards their respective governments regarding standard of living. Citizen's claims revolve around quality services rather than larger quantities of low quality services.

However, one of the concerns that have been raised time and again is lack of proper management and expertise within government sectors to deliver proper services. According to Riley (2003), much of this cynicism is based, amongst others, on a lack of knowledge and understanding of the inner working of government a lack of communication that keeps people informed, and governments' failure to engage the ordinary citizens in the public policy development. Zhua and Peyrache, (2017) suggest an indicator to measure the quality of public service in terms of the output quantity expansion that has to be traded off in order to attain the given level of quality (given input) (p286).

## **Job satisfaction**

Fair recruitment and selection, better training and development opportunities and attractive compensation and benefit packages increase the level of satisfaction of employees (Ahmed, Zamana and Khattakb 2017:225). They indicate that job satisfaction is a pleasing alternately sure enthusiastic state coming about or after the assessment of a person's particular occupation. In this light of ideas, an employee job satisfaction as advocated by Hackman and Oldham, (1975) cited in Ahmed, Zamana and Khattakb (2017:227) implies that the level from which employee feel happy and pleasure as stated by occupation and the satisfaction level about employees likewise connected with increment yield of the company, low truancy of the employees and low turnover. On the other hand, employment satisfaction may be characterized as individual's general state of mind in regards as much alternately her particular occupation (Robbins, 1999).

A recent study conducted by Ahmed, Zamana and Khattakb (2017) assert a good relationship between the employee satisfaction and the human resource management practices. Numerous studies on human resource practices report that a better-quality relationship brings about job satisfaction, which in turn improves the human resource manager performance (Ahmed, Zamana and Khattakb 2017). This is in fact to say that job satisfaction is a result of human resource management practices which concern is concerned with all aspects of how people are employed and managed in organizations. Armstrong, (2009:4) lists some of activities comprising of human resource management practices. He includes human capital management, corporate social responsibility, knowledge management, organization development, human resource planning, recruitment and selection, and talent management, performance management, and reward management.

## **2.3 THEORETICAL FRAMEWORK**

### **2.3.1 Institutional Theory**

One of the theories that are applicable to this study is Institutional Theory. It originated from US-based sociologists and neo-institutionalists during 1980s (DiMaggio and Powell 1983; Meyer and Rowan 1977; Meyer and Scott, 1983, and Zucker 1977). It can be traced back to the 19<sup>th</sup> century (Scott, 1995). More precisely,

it was developed in the 1970s and 1980s, focused on legitimacy as the key driver affecting organizational resource acquisition, survival, and performance (Zhao, et al, 2017). It was used as an antidote to the overly rationalist and technocratic perspective of 1960s (Najeeb, 2014). Meyer and Rowan (1977) for example used it from a macro perspective, and saw it as a web of cultural roles. Furthermore, Zucker's (1977) used it to study micro foundations of institutions with focus on individuals.

Institutionalization is defined as the process that occurs when organizations accept the effect of their institutional environment such as social value, norms, and beliefs (Hovav, 2017: 6031). Ali-Hassan (2013) concurs that the institutional theory considers the processes by which structures, that include schemas, rules, norms and routines, become established as authoritative guidelines for social behaviour. Numerous scholars viewed assumption on institutions as self-standing entities being over simplification of reality (Hovav, 2017).

To date, institutional theory is integrated into strategic management with focus portfolios of resource and institutional capital which according to Oliver (1997) cited in Zhao et al., (2017) suggested that sustainable competitive advantage depends on both resource capital and a firm's stock of institutional capital. Glover and Rushbrooke in Masete (2006:58) argue that institutions have certain features in common, with each possessing an identity such as a name, an objective, a written constitution, a list of employees and methods of replacing and recruiting new employees to ensure continuity. Institution theory was also used to study Comparative Employment Relations (Kaufman, 2011). Prior to this study, Kostova, Roth, and Dacin, (2008), it was used in the study of Multinational Corporations with focus on critique and new directions. In studying these institutions, common characteristics resulted such as institutional objectives, the use of employees to achieve the task, a form of structure to coordinate the people expected to achieve the objective, and a changing environment to operate within.

This theory holds that an institutional environment influences the performance of organizations (Hovav, 2017: 6031). Also, it advocates for an institutional structure to deliver services that depends on administrative capabilities. "For unless rational



decision makers and a combination of technical knowledge are enforced, infrastructure development is more likely to fail even under conditions where finances are available” (Uphoff, 1986:63-70). As applied to this study, on the one hand, there is resource seeking through recruitment and on the other hand, decision makers within a company. Thus, this theory explains the flow of the decision-making process on strategic management of resource and capital within a company or enterprise. In other words, it explains company decision-making on recruitment of human capital process to achieve the stated objectives.

### **2.3.2 The Human Capital Theory**

Human Capital Theory was developed by Becker (1964) who exemplified human capital by education, medical care, and moral values as they increase gains, income, and improve health. Therefore, to him, human capital is directly useful in the production process. More explicitly, human capital increases a worker’s productivity in all tasks, though possibly differentially in different tasks, organizations, and situations. Human capital corresponds to any stock of knowledge or characteristics the worker has that contributes to his or her “productivity” (p3). Also, the standard approach in labour economics views human capital as a set of skills/characteristics that increase a worker’s productivity. Further, Mention and Bontis, (2013) define it as an intellectual capital’s central element and is formed by the company individuals’ competence, including knowledge, skills, experience, expertise, and capabilities.

Human capital was used in the banking sector to quantify their performance (Mention and Bontis, (2013). Also, it used to conceptualised “Value creation through Human Resource shared services” (Meijerink, Bondarouk, and Looise, 2013). Prior to this, it was used study education and training in employment as the most important investment (Becker, 1993).

This theory holds that people are a valuable asset to be developed (Friedman et al., 2000) have varying knowledge and skills that create economic value (Marvel, Davis, and Sproul, 2014). As applied to this study, this theory holds that human capital, through recruitment processes of any prospective employee for an organisation such as Eskom, knowledge, skills, and attitude dimensions is to be considered.

Additionally, in an employing organization such as Eskom, investing in people is likely to increase which in turn improves service delivery. In other words, organizations that invest in people will bring worthwhile returns. In the absence of the above, the results will bring about different challenges.

### **2.4.3 Shared service model**

The key dimension of a shared service is, as the name implies, that the activities involved are those which are available to a number of parties (Reilly, 2000). According to Deloitte's, (2017) recent report, a service can be delivered from "the traditional captive shared service centre, certain activities and processes are delivered from a shared location (generally in a lower cost location), to outsourcing (where a business process outsourcer delivers your activities and processes) to any combination in between". The shared service model presupposes central provision.

Originally shared services were introduced primarily to save money (Reilly, 2000). Riley (2000) argued for some companies, it was about cutting costs or construct a common shared services model. In this view, the desire for cost saving and quality enhancement frequently both led to the introduction of shared services (Reilly, 2000:4). In the regard, the cost reduction results from three meanings. The first includes cutting staff numbers; the second reducing accommodation charges and the third, greater efficiency. These categorized the intended objectives of shared services.

From the above, creating shared services allowed organisations to confirm or assess what activities not to consider or to give up (Reilly, 2000). However, one of the underpinning aspects of the creation of shared services in many organisations was the desire to change the role of human resources (HR). While, characteristics of shared services rotated around provision of "central resource". This implies gaining power and getting closer to the operational action. The essence of shared services is that it offers not just a common delivery, but one which meets the customer's needs rather than those of the corporate centre (Reilly, 2000:22)

Thus, introducing shared services in any company requires changes of responsibilities. At the core of shared services introduction, any organisation focuses on the knowledge and skills training. This implies, how to conduct a recruitment

interview without breaching equal opportunities legislation as advocated in previous section.

In terms of the role played by shared services, there is an area of activity, generalist role and specialist role (Reilly, 2000). With regard to recruitment, this role can be understood through the following lines: there is an administration services as area of activity; all forms of record as generalist role and recruitment support as specialist role. An organisation can decide to take one of role and make it the centre of activities.

Shared services have advantages and disadvantages (Reilly, 2000). On the one hand, some of advantages include:

1. Lower quote , both in terms of numbers employed and accommodation required;
2. More efficient resourcing, within a bigger shared service centre pool than is possible if staff are distributed across a number of teams;
3. Better service, more consistent delivery to a higher, common standard
4. Non- compliance is more easily exposed;
5. Improved match between customer expectations and service delivery, through more explicit contracting

On the other hand, some of the disadvantages are towards:

1. Neglecting the importance of the knowledge and experience of who performed administrative roles in the past;
2. The risk of deskilling some administrative jobs;
3. Asking much of the business facing HR managers in concentrating exclusively on strategy and change management

Some of the advantages of implementing the shared services model in Eskom will result in the improvement of better service, more consistent service delivery. Non-compliance will easily be exposed and an improved match between customer expectations and service delivery should be achieved.

However, there are also disadvantages in the model in that time will have to be spent on change management.

## **2.4 CONCLUSION**

This chapter presented relevant concepts and theories underpinning this study. The state owned enterprises as Eskom, recruitment process and selection concepts, performance and service delivery were the dominant concepts in the study complemented by a legal framework on recruitment. These concepts and theories underline that a firms' successes and challenges are determined by the quality of their human resources.

The Human Capital Theory and Institutional Theory were the dominant theories in the study complemented by the shared service model. The theories were relevant in the understanding of recruitment process within a company. The theories as elucidated in this chapter has given guidance in the recruitment process challenges within an organisation or firm, in this case Eskom and its impact on service delivery.

Moreover, this chapter reveal, the common characteristic for a company or firm choosing shared service model, which is cutting cost and quality enhancement of service. As such plays an important role in a company. Finally, this chapter indicates the absence of compliance with the legal framework, results in other challenges.

## **CHAPTER THREE**

### **LITERATURE REVIEW**

#### **3.1 INTRODUCTION**

This chapter provides concepts, models, and literature review of the key constructs pertaining to this study within a South African context. This includes literature on the following constructs which form the basis of this study: Current recruitment policies and processes; Recruitment and service delivery in South Africa within State Own Enterprise's; Legislative framework for recruitment and selection; Recruitment and selection in South Africa; Job satisfaction; and Challenges of recruitment.

This study arose out of the researcher's previous employment, in the Kwa-Zulu Natal Operating Unit (KZN OU) Empangeni Zone. The researcher had first-hand experiences of complaints, pertaining to the lack of staff and claims of staff being demotivated since the Eskom embarked on decreasing the number of employees they have and has limited the hiring of new employees. Furthermore, in April 2015, the shared services model was introduced in the distribution business. Recruitment was now handled centrally.

Additional opinions assumed by Empangeni Zone employees about restoration time being affected by the lack of staff. Service delivery is key component of Eskom's score card. Hence, this motivated the researcher to investigate the recruitment process challenges within Eskom and its impact on service delivery: A Case of Empangeni Zone.

#### **3.2 CURRENT RECRUITMENT POLICIES AND PROCESSES**

##### **3.2.1 Recruitment policies guidance**

One criterion guides the current recruitment policies and processes in South Africa which is the "effectiveness in delivering services which meet the basic needs of all South African citizens" (RSA, 1997:9). This criterion emanates from the White Paper on Transforming Public Service Delivery, which puts in place important policies.

Further, the same white paper on transformation of the public service requests the principle of quality service delivery to citizens of South Africa. In so doing, it states that the Public Service should be “committed to the provision of services of an excellent quality to all South Africans in an unbiased and impartial manner” (RSA, 1995:7). This guiding principle, therefore calls for recruitment and employment of competent and skilled human resources to assist in delivering quality services to the public in any organization. To ensure the employment of such skilled and competent candidates, the organization recruitment and selection practices need to be implemented effectively.

The quality of human resources is a critical factor in the capacity of any Public Service department to deliver on its mandate (Public Service Commission, 2010: ii). Therefore, “recruitment and selection processes are important mechanisms for Public Service departments to attract competent employees, to achieve their objectives and mandate” (Thulo, 2014:25).

The White Paper on a new Employment Policy for the Public Service, 1997, provides a policy framework to develop human resource management (HRM) practices which support the development of a professional Public Service that is capable of and committed to South Africa’s democratic, economic and social transformation goals (Department of Public Service and Administration (DPSA), 1997:2). The White Paper on a new Employment Policy for the Public Service proposes the following principles including Job-related selection criteria; Fairness; Equity and Transparency. Further, the White Paper on a new Employment Policy for the Public Service, 1997 emphasizes that Human Resource planning is essential in order to ensure that an organization’s human resources are capable of meeting its operational objectives (Department of Public Service and Administration (DPSA), 1997:12). Furthermore, it indicates that the identification, attraction, and appointment of suitable candidates for vacant posts depend on the effectiveness of a department’s recruitment practices. The practices reflect on the strategies such as recruitment and selection, training and development, performance appraisal and compensation with objective in mind to satisfy employees (Sareen, 2018).

### **3.2.2 Recruitment Strategies**

Strategic human resource management is the practice of attracting, developing, rewarding, and retaining employees for the benefit of both the employees as individuals and the organization as a whole (Sareen, 2018:1229). This practice as recruitment and selection involves making predictions about future behaviour so that decisions can be made about who will be most suitable for a particular job (Newell, 2005:116). During the recruiting phase of the staffing process, efforts are made by recruiters to inform the applicants fully about the qualifications, which are required to perform the job and the career opportunities that the organization can offer them (Marimuthu, 2017:23).

The recruitment policy, which reflects an organization's general business strategy includes different components of information (Marimuthu, 2017:23): Firstly, it can provide information on what type of recruitment methods should be used. There are various methods that organizations can use to recruit new employees. These include Advertisements, Special event or campus recruiting, and E-Recruitment. Secondly, it can provide information on what sources potential candidates will be recruited from. In this regard, as indicated in previous section, there is internal and external sources for recruitment of potential candidates.

Internal recruitment sources includes different options namely:

- Skills inventories and career development systems
- Job posting
- Inside moonlighting or contracting
- Supervisor recommendations

External recruitment sources option includes

- Employment agencies
- Walk-ins
- Referrals
- Head-hunting

Thirdly, it can provide information on what the current recruitment trends are namely employee leasing, contingent workers, job-sharing, flexi-time, and so on. The

following trends have emerged in recruitment, which organizations are using to help meet their objectives.

- Employee leasing
- Contingent workers
- Job-sharing
- Flexi-time

Fourthly, it can provide information on the different strategies that should be used to recruit employees. These components allow organizations to acquire employees who have the attributes and qualities, which suit the uniqueness of a business.

Accordingly, recruitment strategies consist of a number of actions as per Joubert (2003:23):

**Table 4: Recruitment Strategies**

No	Old recruitment strategies	New recruitment strategies
1	Grow your own knowledge and skills	Pump knowledge and skills in at all levels
2	Recruit for vacant positions	Constantly look for new skills
3	Go to few traditional sources	Tap many diverse pools for skills
4	Advertise to job hunters	Find ways to reach passive candidates
5	Specify a compensation range and stay within it	Break the compensation rules to get what you want
6	Recruiting is about screening	Recruiting is about selling, as well as screening
7	Hire as needed with no overall plan	Develop a recruiting strategy for each type of talent

Source: Joubert, 2003

The above table illustrates that strategic recruitment and selection has an important role to play in ensuring staffs performance and positive organizational results. Therefore, Sareen, (2018) ascertains that strategic recruitment and selection is the most indispensable tool of job satisfaction.

### **3.2.3 Traditional approach to recruitment and selection**

This section looks at traditional approach to recruitment and selection as the oldest and best practice. This approach “focuses on the ‘job’ and presents the recruitment and selection process as a systematic and objective process which follows a logical



sequence of events” (Newell, 2005:116). Recruitment and selection are often viewed as ‘old’ ingrained human resource management domains (Lievens, and Chapman, 2009). They indicate that historically, recruitment and selection procedures have been around for decades traditionally. The process entails proactivity of an organization to decide when to recruit instead of reacting to the resignation of a staff member. In practice, the traditional approach to recruitment and selection dominates, underpins the good practice and fits the person to a specific job.

The first stage in the recruitment process involves a systematic review of the organization’s requirements. This leads to job analysis, which essentially requires the collection of systematic data about the particular job from existing incumbents and colleagues. Job analysis refers to the process of obtaining information about jobs by determining the duties, tasks or activities of the jobs (Marimuthu, 2017:22). First, using interviews, job holders may be asked to describe their main tasks and responsibilities. Job holders are asked to recall specific incidents of either good or poor job performance. This provides an indication of the most important aspects of the job and provides an insight into how good and poor job-holders are differentiated. Second, structured questionnaires have been developed to collect data about specific jobs. The most well-established is the Position Analysis Questionnaire.

### **3.3 RECRUITMENT AND SERVICE DELIVERY IN SOUTH AFRICA**

The primary purpose of any government is to provide quality services to its citizens (Fourie, 2008:560). In terms of section 197(1) of South Africa constitution 1996 stipulates that “the executing authority of the South African government, the public service comprises of various national and provincial departments, which are responsible for executing the policies of the government, with the guiding principle of service to its citizens”. Thus, national and provincial departments have responsibility to ensure execution of government policy. Subsequently, provide quality services to the citizens.

Efficiency in recruitment and selection has a positive bearing on service delivery. Recruitment and staffing is one of the fundamental issues of human resource management. Like in other sectors of government the nature of staff in local authorities affect service delivery to the public (Onchari, Iravo, and Elijah, 2014). It

follows that improved efficiency and recruitment of local authorities are a requisite towards effective service delivery (Onchari, et al., 2014)". Their findings reveal that the major recruitment strategies that were commonly used were interviews and advertisements in order to improve service delivery in the county. They add that effectiveness of the recruitment strategies of the employees by the local authorities on service delivery to the public in Nyamira County was established with achieved improvement mainly in garbage collection and construction of roads. However, it was noticed that local authorities faced some challenges in the recruitment process of employees. This included a lack of ICT skills and a lack of sufficient internet network within the local authorities; poor methods of advertisements, unreliable employment agencies to provide skilled employees; expensive cost from employment agencies (Onchari, et al. 2014).

In South Africa the human resources department, plays a crucial role as custodian of securing quality service delivery to the public. A study conducted by the National Planning Commission (NPC), 2011:15) reveal that "the Public Service is often of poor quality". In order to respond to poor quality service delivered to the consumer as primary beneficiaries, "the government is required to increase employment, higher income through productivity growth and good-quality public services" (National Development Plan (NDP) 2011:25). Thus, reference is made towards effective recruitment and selection practices that can ensure skilled and competent public servants are employed to perform the tasks. According to Grobler, et al., (2006:166) the primary purpose of recruitment and selection is to acquire, identify and employ the best available and qualified individuals for specific positions. Thus, effectiveness in delivering services which meet the basic needs of all South African citizens is the call to South African public service.

### **3.3.1 Methods used to recruit**

Various methods are utilized by departments to attract, screen and select the most qualified candidates to fill vacant positions in their recruitment and selection process. Respondents are provided with options to choose from which includes the Government Circular (GC), News Paper (NP), Professional Association(s), Employee Referrals (ER) and Other (O). It is noted the methods used will vary depending on the needs and requirements of a specific position.

It results that newspapers are the most popular methods utilized to advertise posts, which reflects high levels of compliance with legislative requirements. This was followed by employee referrals, professional associations and intranet and internal advertisements, internship and learnership programmes, and head-hunting.

### **3.3.2 Service delivery challenges and the role played by the recruitment process**

South Africa addresses its past segregation and discrimination policies by way of Affirmative Action programs (Shen et al., 2009:236). Prior this view, Thomas and Jain, (2004:41) stated that the Employment Equity Act 1996 objective is to achieve equality in the workplace by the elimination of unfair discrimination and the promotion of equal opportunity through the implementation of positive and proactive measures to advance members of the designated groups. This implies that one can be employed on the basis of disadvantaged groups regardless of the qualification or experience. Similarly, challenges appear on the recruitment process as equality legislation and declaration of commitment to equal opportunities still exists as systematic discrimination (Shen et al., 2009:239). These challenges render service delivery difficult in the country.

The South Africa Public Service Commission (PSC), (2010) reported that during recruitment and selection processes and procedures in the Public Service, the application was problematic. Specifically, the PSC listed some of the challenges including non-compliance to policy, allegations of nepotism and inconsistency in the implementation of legislative frameworks and policies. These facts were also supported in 2013/2014 in increasing the number of grievances reported. Furthermore, the PSC (2015:32) report that recruitment and selection processes in the Public Service can easily be manipulated hence discrimination, tribalism, nepotism, interference by politicians and senior managers are some of the practices that were cited as different forms of manipulation. Consequently, as reported recruitment and selection challenges contribute negatively towards employee performance, which result in the inability to respond to service delivery.

It was also noted that the weak management of poor performance compromises the Public Service and results in the uneven distribution of work, which in turn impacts

negatively on expectations of citizens as far as service delivery is concerned ( Public service commission (2015). To exacerbate this, was the general lack of compliance with an inconsistent application of recruitment and selection.

Getting the right people in the right place at the right time doing the right job is an essential element of the recruitment and selection process which can affect the performance of the organization (Worlanyo et al., 2016:25). Equally, in the absence of this view, results in public service and as State Owned Enterprises provide poor service to the demands of citizens. Recruitment and selection challenges contribute negatively towards employee performance, as a result, some employees are reluctant to lodge grievances due to fear of victimization (Public Service Commission, 2015). Also, both success and survival of an organization depends on the quality of human resources available to it (Muscalu, 2015:351).

### **3.4 EFFECTIVENESS OF RECRUITMENT POLICIES AND PROCESS**

This study also, reviews or determines the effectiveness of recruitment policies and process in Zimbabwe parastatals. In Zimbabwe, SOEs appear to be unsuccessful as political polarisation has spilled over into companies. The literature reveals that politicians influence the recruitment and selection process by referring candidates for employment to vacant post (Zinyemba, 2014). AngloGold Ashanti (AGA) in South Africa presents a successful case of recruitment policies and process. This company attempts to be an employer of choice by recruiting, selecting and retaining the right people in the right roles at the right time. The process they take ensures regular monitoring and implementation of employment equity plan. In so doing, they select potential employees with the necessary competencies to satisfy current and future organizational needs. Similarly, the effectiveness of recruitment policies and process appears also successful as 80% of employees stand for no change of recruitment policies against 20 % who want to modify the recruitment policy (Bhoganadam and Rao, 2014).

### **3.5 CHALLENGES OF RECRUITMENT**

This section identifies a number of challenges related to the recruitment process. This includes organizational challenges to identify the task and the person requirements; cost of advertising; misrepresentation of qualifications; nepotism and

favouritism; geographical location of a company; change in business model; political interference; brain drain and lack of qualified and experienced people in the local pool; over qualification syndrome; outdated /inadequate job descriptions; challenges of internal versus external recruitment and selection; and size of recruiting firm.

Currently, “organizations often require employees to be generalists rather than specialists” (Newell, 2005:138). This touches on the ability to take any task and roles that needs a number of skills and competencies. To illustrate, one of the challenges that occur through job analysis is to identify the task and the person requirements of the particular job. For an organization to recruit a candidate to fill the gap, a cost of advertising imposes itself. It appears that advertising is done in order to have a greater pool of applicants from which to select. Thus, in any organizations policy, there is stipulation to advertise for vacant posts. Advertising in print media such as newspapers and journals and on television is expensive (Zinyemba, 2014). In the case of Eskom Empangeni, vacant posts are posted internally and headquarter processes the recruitment and selection to fill the gaps. Company policy leads to many organizations to advertise for vacant posts.

Misrepresentation can occur during a selection process when an eloquent communicator can get the job only to realize later that he is incapable or does not have the right qualifications or experience for the job (Zinyemba, 2014:30). Relevant qualifications for the job are often used during the selection process to screen and short-list the candidates. The study has established that sometimes applicants present fake diplomas or certificates. However, in instances where a misrepresentation has been discovered, an organization is obliged to restart the process. This will cost the company time and money. In contrast, qualification requirements are often used to discourage potential candidates from applying and keep the number of applications low, allowing the commissions to avoid fair competition (Abashidze and Selimashvili, 2016:78).

Government-controlled companies such as SOE’s also face challenges of recruitment (Zinyemba, 2014). Political polarisation has spilled over into companies. The human resources departments usually comply for fear of losing their jobs. Political interference has led to organizations appointing candidates on the basis of their political affiliation, a challenge which prospective employees face. Worlanyo et

al., (2016:24) present similar views as “recruitment and selection processes are practiced to some extent even though job placements in both public and private organizations are more or less affiliated to networking and political inclinations”. These networking and political inclinations limit and challenge companies to recruit and select suitable candidates. Equally, Fomunjong, (2013) finds that discrimination and corruption were major factors that infringed on the efficiency and effectiveness of the recruitment policy, while well-conceived recruitment strategy framework aimed at attracting the right people in the right places.

### **3.5.1 Internal and external recruitment and selection challenges**

An organization can recruit internally or externally. An organization will search for new employees internally rather than externally first. Literature establishes that internal recruitment is less costly, requires less induction and orientation training. In contrast, external recruitment results in additional costs in advertising, induction, and training. Further, some of the challenges faced when deciding to outsource includes considerable expansion at the firm on both national and global levels; as well as demand for additional skilled workers and talent is in limited supply (Cole, 2017:35). It should be indicated that internal recruitment source limits an organization to a small pool of potential candidates.

Nepotism and favoritism can occur whereby top management may take advantage of their positions to secure jobs to favour friends and relatives (Zinyemba, 2014). This practice limits an organization recruitment and selection process to recruit skilled and experienced candidates. Studies conducted by Fajana et al., (2011) and Fajana, (2009) found that merit and competency in recruitments and selection were marked by organizational culture and personal interests such as preference by management, ethnic and social class influences.

According to Kim, and Ali (2017:4) the foremost challenge facing SOEs in developing countries is the separation between its ownership and management entities. They indicate that unlike most private enterprises, SOEs in most developing countries are likely to have board members from the ruling political party or the government who are difficult to remove or replace. While replacement brings new fresh performance in the company.

According to Public Service Commission, (2007:7-8), a number of trends and challenges affect recruitment and selection process in South Africa human resource departments. These include but not limited to the fact that departments generally do not:

1. have detailed policies and procedures in place to inform the objective, fair, equitable, consistent and responsible application of recruitment and selection practices;
2. have standardized methods and procedures in place to ensure compliance with the constitutionally prescribed values and principles as well as national norms and standards regulating HR in the Public Service;
3. thoroughly consider what skills, competencies, training, and traits they require from candidates that vie for vacant posts before advertising these;
4. properly determine valid selection criteria and apply these consistently
5. structure their selection processes in accordance with these criteria;
6. motivate and record their findings and decisions properly; and
7. Monitor their own conduct with a view to improvement. (2007:7-8).

As consequences of the above challenges, the PSC (2015) reveal the likelihood of poor employment practices and negative consequences for the organization. These challenges, especially, underscore poor recruiting decisions; increasing workload; low morale and grievances among employees; service delivery failure and loss of public or customer confidence in the organization. In the absence of effective human resource management to focus on recruitment processes result in lack of benefit for the organization in different ways. This includes the lack of returns to the organization, in terms of job satisfaction from employees and employers, which result in non-great performance to deliver appropriate service. Challenges, as identified above, are amplified in the recruitment process which is marred with discrepancies and irregularities.

### **3.6 IMPACT OF RECRUITMENT ON SERVICE DELIVERY**

The outcome of the work of the Presidential Review Committee (PRC) on State-Owned Entities (SOEs) indicate challenges faced by SOEs. SOEs face economic, social and service delivery challenges in SA. These challenges include access to quality service delivery, globalization, unemployment, and skewed distribution of income (PRC, 2011).

According to Statistics South Africa, (2017), a provincial view shows that the service delivery index is highest in Western Cape (4,7) and Gauteng (4,6), and lowest in Limpopo (3,6), Eastern Cape (3,8) and Mpumalanga (3,9). In details, the best service delivery scores were highly concentrated in the Western Cape Province, Gauteng and Northern Free State (Statistics South Africa, (2017). The lowest service delivery scores were located in Limpopo and in municipalities located in Eastern Cape and KwaZulu-Natal. The state of service delivery in various provinces within S.A. in relation to Eskom and electricity service reveals a hand full of municipalities scored very low on the electricity supply index. At national level, it was reported that 16, 9% of households had experienced electricity interruption with subsequent lack of infrastructure and services. An effective service can be delivered by recruited right person, for the right post and at right time. This appears in practices challenging to fulfill in most of SOEs in SA.

### **3.7 LEGISLATIVE FRAMEWORK ON RECRUITMENT AND SELECTION**

This section identifies the legislative framework on recruitment and selection in South Africa. South Africa has “Relevant Legislation”, which includes:

1. The Constitution of the Republic of South Africa
2. The Public Service Act, 1994
3. The Public Service Regulations, 2001
4. The Employment Equity Act
5. The Basic Conditions of Employment Act
6. The White Paper on Human Resource Management in the Public Service.



### The Constitution of the Republic of South Africa 1996

This section sets out what constitution of Republic of South Africa, Act 108 of 1996 provides with regard to recruitment and selection process. The Constitution states out the values and principles. According to PSC (2015: i), the Constitution of South Africa provides that employment and personnel management practices must be based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.

### The Public Service Act, 1994 (Act 103 of 1994)

In terms of section 11 of the Public Service Act, (Act 103 of 1994), as amended stipulates that all persons who qualify for appointment, transfer or promotion shall be considered". Furthermore, the evaluation of persons shall be based on "training, skills, competence, knowledge and the need to redress the imbalances of the past." Subsequently, section 11(2)(b) of the same act states that the evaluation of applicants shall be based on training, skills, competence, knowledge and the need to redress in accordance with the Employment Equity Act of 1998.

### Public Service Regulations, 2001

The Public Service Regulations (PSR) includes a number of mandatory elements key principles on which recruitment and selection must be based (Public Service Commission, 2015). Their principles include but not limited to open competition and fair selection processes.

### The Employment Equity Act 55 of 1998

The purpose of the Employment Equity Act is to achieve equity in the workplace by, amongst others, promoting equal opportunities and fair treatment in employment through the elimination of unfair discrimination. The first aim of the Employment Equity Act, 1998 is to correct the demographic imbalance in the country's workforce by mandating employers to remove all barriers to the advancement and progression of blacks (Africans, Coloureds, and Indians), women and the disabled.

Basic Conditions of Employment Act 1997 (Act No 75 of 1997)

The Basic Conditions of Employment Act (BCEA) purpose is to advance economic development and social justice by fulfilling the primary objectives of the Act, include:

1. Enable, standardize and order employees' right to fair labour practices as required by section 23 (1) of the Constitution through the establishment and enforcement of basic conditions of employment, and to ensure that the process also makes provision for the regulation of the different basic conditions of employment; and
2. Ensure that the compulsions and responsibilities acquired by the Republic of South Africa as a member state of the International Labour Organisation (ILO) are achieved.

White Paper on Human Resource Management in the Public Service, 2007

The White Paper on Human Resource Management in the Public Service, (2007) advocates for an effective recruitment strategy in place to reach and attract candidates from all sections of the population; and to maximize recruitment from previously disadvantaged groups. The White Paper indicates also that promotion positions must be open for competition and further emphasize that "seniority will not be a factor in assessing suitability for promotion".

These relevant legislation and policies give foundation to any recruitment and selection of employees in an organization in South Africa.

It is relevant to state that compliance with legislation is imperative in South Africa. Thus, recruitment and selection practices must comply with requirements contained in all relevant legislation inclusive of but not limited to the above. Equally, public administration, including recruitment and selection processes in the Public Service play an important role in the fulfillment of the above.

### **3.8 SOE'S POLICY FRAMEWORK**

SOE's in South Africa function within a wide policy framework, that is in line with and that complements government's intention of strategic, social, economic and developmental objectives (Chilenga, 2016). The regulatory framework for SOE's in

South Africa is complex. There are a number of Acts that have implications for the operations of SOE's, this includes but not limited to:

- Companies Act,
- Public Finance Management Act (PFMA), and
- Municipal Finance Management Act (MFMA)

This category includes: including SOEs exist in two main categories, depending largely on the activities they offer and engage in. Category one SOEs deliver the essential public infrastructural services, such as sanitation and water; postal services; power; telecommunication; airports; and broadcasting (Bantug, 2013). Category one SOEs can either engage in commercial or non-commercial activities. With the non-commercial activities being basic services that are rendered to the population or services that can cut down cost to sectors of the public (Bantug, 2013).

The new Companies Act, the Public Finance Management Act (PFMA) and (King III) are all applicable to state-owned companies (PWC, 2012). They share among others, governance principles of accountability, fairness, transparency, and responsibility. These principles complement what the White Paper on a new Employment Policy for the Public Service advocates on Job-related selection criteria principles as indicated in previous section under legislation and policy framework.

According to the World Bank group, (2014) a well-defined regulatory and legal framework that can guide the obligations of SOEs need to be put in place in order to communicate the key expectations. Thus the purposes of a “regulatory and legal frameworks is to ensure that everyone is clear about the policy direction of the state” (Chilenga, 2016:11). For an effective legal and regulatory framework for SOEs, the OECD (2014:6) has identified five recommendations states should follow, which are:

**Table 5: SOE legal and Regulatory Framework Recommendations**

No	Recommendations
1	An effective legal and regulatory framework must be enforceable and implementable. Any additional good practices should be consistent with existing legal and regulatory frameworks.
2	There should be a clear separation between the state's own function and other state functions that may influence the operating conditions for SOEs, particularly with regards to legal enforcement and market regulation.

3	Governments should strive to simplify, streamline and harmonize the legal form under which SOEs operate. Unless there are strong reasons to the contrary, SOEs should be incorporated subject to ordinary company law.
4	Any obligations and responsibilities that a SOE is required to undertake beyond its normal commercial functions should be clearly mandated, disclosed to the public and their costs covered in a transparent manner.
5	Where SOEs and Private enterprises compete (or might compete) in the market place, a level playing field should be ensured and reconciled with economic development objectives. No entity should have a competitive advantage, or disadvantage, purely in consequence of its ownership

Source: OECD, 2014: 6

SOE management must encourage a competitive work culture by hiring and retaining talented individuals through competitive compensation packages and performance-based bonuses (Kim, and Ali 2017). They stress that SOE management exerts significant control through full, majority, or significant minority ownership.

### **Critique toward legislative framework on recruitment and selection**

The critiques toward the effectiveness of the legislative framework on recruitment and selection in South Africa revolve around commonality and different understanding related to SOEs.

### **Common points towards legislative framework on recruitment and selection in SOEs**

There is an existence of employment policies, principle and procedures put in place to comply with as to ensure the rule of law in SOEs in South Africa. It was also noted that the legal framework, policies, and procedures to ensure the effective management of recruitment and selection in the SOEs is comprehensive and adequate. The legal framework assists any organisation to recruit and select the right people, in the right roles, at the right time for its benefits and performance.

Furthermore, it was found that SOEs are capacitated in theory to function effectively and to deliver quality goods and services to the citizens. Also, it was found that regulatory and legal frameworks related to SOEs ensure that everyone is clear about the policy direction of the government. This forms theoretical perspective.

## **Differences in terms of understanding and consistent implementation**

There is no common understanding and consistent implementation of the framework that could lead to effective and accountable recruitment and selection practices in different SOEs in South Africa. The review effectiveness of the legislative framework on recruitment and selection reveals the existence of perceived levels of compliance and consistency with prescripts. The perceived level of compliance differ from one SOE to another depending on their understanding of the prescripts.

In practice, SOE's lack of sufficient effective compliance with legal aspects and regulatory frameworks to ensure standardization, consistency, fairness and quality appointments of right person. This implies that there is lack of a common understanding and consistent implementation of the legal framework to lead an effective and accountable recruitment and selection practices in South Africa SOEs. Different SOEs have different practices towards standards, and compliance related to recruitment and selection of right person for the right place at the right time.

According to Wendy Ovens and Associates (2013), there is lack of communication between the SOEs and other department and spheres of government in terms of recruitment and selection of right person to the right at the right time to deliver service to citizens. Particularly in terms of consistent strategy for SOEs around definition, purpose, role, function, and objectives (PRC, 2011).

Furthermore, from a practical perspective, the regulatory and legal frameworks vary in objective and composition. Some of legal frameworks related to recruitment and selection overlaps depending on types of SOEs. Also, it was found that SOEs experience a lack of clarity with regard to the State's macro-policies and their specific roles within that policy (PRC, 2011).

Thus, there is mixed views on compliance with the provisions contained in the recruitment and selection policies in the filling of posts in South Africa SOES. Some do comply with the prescripts other not.

## **3.9 RECRUITMENT AND SELECTION IN SOUTH AFRICA**

People are the Public Services most valuable asset, and managing human resources effectively and strategically must be the cornerstone of the wider

transformation of the Public Service (Republic of South Africa white paper, 2000). The South African governments vision in relation to its human resource management through public service, envisages to “result in a diverse, competent and well-managed workforce, capable of, and committed to, delivering high-quality services to the people of South Africa”. Recruitment processes from a South African context aligns to the highlighted vision and the study conducted in 2014 by Thebe, and Van der Waldt, on recruitment and selection Process Model: “The case of the Department of Justice and Constitutional Development” to ascertain current practices and challenges. This study findings show a comprehensive process model for human resource recruitment and selection for the Department. This was characterized by “various process maps on macro- (strategic), micro -(tactical) and micro- (operational) levels” (Thebe, and Van der Waldt, 2014:27). More interestingly, it was suggested as a best practice instrument for effective recruitment and selection processes and practices in South African public institutions.

The objective of recruitment and selection in SA is to attract the most competent people from a diverse range of backgrounds. This serves to enhance the performance of and ensure that government departments and public enterprises achieve their stated organizational objectives PSC (2015: i). In contrast, it is equally noted that poor recruitment and selection policies and practices will in all likelihood impact negatively on the functionality of departments (PSC, 2015: i).

In practice, the recruitment process in public service could be hampered by the decisions taken by shortlisting and selection panels, which are reluctant to appoint candidates who are better qualified than them (Motsoeneng, 2011). Further, she indicates that a lack of proper human resource planning to include critical skills leads to the failure of the entire recruitment process. She argues that “One of the reasons for incompetence and therefore failure to deliver, is the shortage of experience and expertise of board and executive directors partly as a result of Apartheid and partly because the development of directors has not been a priority’ (p6). According to McGregor, 2016 Eskom is amongst companies that have been in trouble over the last five years prior to 2015. This was based on problems such as corporate governance incompetence and constant turn-over of key players disrupts good practice, which obviously impacted on the recruitment process.

In the context of South Africa with regard to HRM, it presents managers of public sector institutions with the challenge of venturing to compare their functions internally among themselves, as well as to other best-run government departments or best-run companies (Akinnusi, 2008:29). Equally, to moving out of their coverings, while providing opportunity to improve their image and deliver on the government expectations.

### **3.10 JOB SATISFACTION**

This section looks at job satisfaction, how it is measured as well as its importance and models. Furthermore, it looks at work attitudes and job motivation. Job satisfaction is defined as an “emotional affective response to a job or specific aspects of a job” (Spector, 1985:695). Similarly, Aziri, (2011) refers to Spector’s definition and stresses that it about the way how people feel about their job and its various aspects. Recently, Sareen, (2018:1230) defined job satisfaction as “the level of positivity that employees are having towards their employment”. He indicates that job satisfaction among the employees is a key indicator of success and a content work environment (Sareen, 2018:1230). Thus, job satisfaction determines underperforming or overperforming of employees in an organization. As per new managerial standard Aziri, (2011) indicates that job satisfaction is a driving factor of efficiency and effectiveness in an organization. This view leads to wants, needs, personal desires of a human being to be considered as indicators for the importance of job satisfaction. It shows that the importance of a job satisfaction reflects on a successful employee and or happy employee.

#### **3.10.1 Job Satisfaction models**

Literature on job satisfaction models reports on three models from different scholars including:

- 1) Lawler and Porter (1967)
- 2) Locke and Latham (1990)
- 3) Christen, Iyer, and Soberman (2006)

Respectively, the first model provides key elements of job satisfaction, including performance leads to intrinsic and extrinsic rewards, which in return lead to perceived equitable rewards as job satisfaction. With this model, intrinsic and extrinsic rewards are not directly connected to job satisfaction, because of the employees deserved level of pay (Aziri, 2011). The second model of Locke and Latham (1990) point out from the assumption that the objectives set at the highest level and high expectations for success in work provides achievement and success in performing tasks. According to this model, success is a main factor that creates job satisfaction. Finally, the third model lists: job-related factors, role perceptions, job performance and firm performance as key elements of job satisfaction.

To expand on the above three satisfaction models, many scholars use more than two or three of their variables to show the importance of job satisfaction in an organization. For example, Macy, (2006) conducted a study on voluntary service organizations suggested that non-profit organizations depend on personal values for motivation. Furthermore, Macy (2006) qualified the dimensions of humanism, individual, and collective perspectives as fundamental values that reflect an individual's personal value structure relative to his work environment.

Similarly, studies conducted by Wolf, (2012) use employees' engagement models to test their engagement in an organization. Employee Engagement models comprise four components including job demands (which place strain on employees: physical, social or organizational aspects) and job resources (which provide resources to individual employees: physical, psychological, social or organizational aspects); employee engagement (which is characterised by participation, commitment and drive factors) and positive outcomes (which impact individual and organisation). The characteristics of engagement models in Wolf's, (2012) study lead to the following findings. The findings reveal that employee engagement level was high. However, the study found challenges at work related to high workloads and stress, reward and a lack of focus on career development opportunities which lead to reduced energy levels and performance (Wolf, 2012).

The literature related to job satisfaction by Aziri (2011) reported that job satisfaction is under the influence of a series of factors including the nature of work, Salary, Advancement opportunities, Management, Work groups, and Work conditions. Some



these factors are found in what Collins (2008) calls “the Problem in Public Sector Workforce Recruitment” revolves around lack of basic skills, lack of technical skills, lack of experience, poor work ethic of employees, or not enough people in the labour force. This problem impacts directly on job satisfaction of any organization. Eskom SA faces the same series of factors and problems that challenge or prevent fulfillment of its mandate towards service delivery.

### **3.10.2 Measuring Job Satisfaction**

Job satisfaction is most widely measured by use of the Job Description Index techniques (Aziri, 2011). Azri (2011) explains that the Job description Index is a simple and easily applicable method. Its measurement focusses on the strength and weakness of following factors the nature of work, Compensation, and benefits, Attitudes toward supervisors, Relations with co-workers and Opportunities for promotion as a sign of improvement and changes (Aziri, 2011).

Also, job satisfaction can be analyzed from two perspectives including Employer and employee’s perspective (Hayden and Madsen, 2008). On the one hand, from an employer’s perspective, job satisfaction may be manifested by reductions in absenteeism and turnover, increased productivity and outward expressions of cooperation, and socialization among employees (Hayden and Madsen, 2008:33). On the other hand, job satisfaction from employee’s perspective “is the perception that the job itself is a means of fulfilling one’s most important job values, such as good wages and job security” (Hayden and Madsen, 2008:33 cited in Karl and Sutton, 1998). Similarly, Asegid, Belachew, and Yimam, (2014) indicate that job satisfaction is the result of workers’ perceptions that their important job values are being fulfilled.

### **3.10.3 Work attitude**

Job satisfaction is one of the most crucial but controversial issues in Industrial Psychology and behavioral management in organizations (Mishra, 2013). Mishra (2013) refers job satisfaction to an attitude one has towards his or her job. The author stresses that job satisfaction is one’s effective response to the job. As such, it means attitudes that an employee has in relation to the job. This also means what Aziri(2011) indicates as Job Satisfaction to imply doing a job one enjoys, doing it well

and being rewarded for one's efforts. Likewise, it should be indicated that Job satisfaction is more of an attitude, an internal state (Aziri, 2011). The study conducted by Bhoganadam and Rao, (2014) reveal moderate degree of job satisfaction experienced by employees. However, the authors note a need for change as the recruitment process changes.

In terms of Mishra's, (2013) findings, factors such as wages, supervision, steadiness of employment, conditions of work, social relation of the job pose concerns to job satisfaction. The concerns perceived from employees change their attitude towards within an organization. And as such impact negatively on the outcomes of the organization to attain its goals.

#### **3.10.4 Job motivation**

From a motivational perspective, Rane, (2011) indicates that job satisfaction influences the maximum workforce. More importantly, job satisfaction improves the sense of morale and commitment towards the organization. Thus, employees who proactively feel motivated to work within an organization are a driving force for personal and professional career advancement. In so doing, the employees are satisfied to remain in the same entity than going elsewhere. It should be noted that Job Satisfaction contributes greatly to cohesiveness of workers for sustainability of achieving the organization's goals.

In the same light motivation factors of any job are perceived needs of employee satisfaction of which contribute to employee performance and productivity (Mishra, 2013). In Mishra's (2013) study, reference is made to motivation process, which starts with a physiological or psychological deficiencies or need that accelerates behaviour. His findings report a dissatisfaction of employees in relation to motivation. Basically, he found that employees were demotivated as the management takes no step to identify employees' wants. Furthermore, in Rane's, (2011) findings, it was observed that Job Satisfaction related strongly and directly to organizational commitment. Moreover, Rane (2011) elaborates some signs of high employee satisfaction. These include Opportunity for Growth; Exceptional Compensation Package; Boss is a Mentor; Company or Organization is Solid; Morale is High; Tools and Resources; Innovation; Corporate Values; and Ethics and

Integrity. Perception of these signs in an organization provides an indication of employees' satisfaction.

### **3.10.5 Three dimensions of Job Satisfaction**

Literature points to three dimensions that reflect an individual's personal value relative to his work environment. These include humanist, individual, and collective perspectives (Macy, 2006). It follows that Hayden and Madsen, (2008:34) view "humanistic perspective focuses on the nature of the work as a means of self-expression and satisfaction" Further, they state that "Individual perspective, value is placed on one's position and interdependence of working relationships". Furthermore, "a collective perspective values equal reward, group cooperation, and teamwork". Throughout Hayden and Madsen, (2008:39) findings, "the individual value perspective has a lesser degree of public service motivation and job satisfaction". The collective value perspective is consistent with responsibility, equality, and teamwork (Hayden and Madsen, 2008:39). Hence, they found that "Job satisfaction significantly increase as these motivations are utilized in structuring non-profit activities". Job satisfaction, therefore, represents one of the most complex areas facing today's managers when it comes to managing their employees.

The study conducted by Ijigu, (2015) reveals a degree of moderate recruitment and selection process in Ethiopian Public Banks. However, the study points toward a positive correlation with regard to staffs 'job satisfaction. Interestingly, it was also found that recruitment and selection, training and development, performance appraisal and compensation package impact positively on job satisfaction. Prior to this study, Appelbaum, Bailey, Berg, and Kalleberg, (2000) relate better level of job satisfaction as result of human resources practices that ensure organizational performance improvement. This implies that job satisfaction is attributed to better human resources practices in an organization. Similarly, Mudor and Tooksoon (2011) found three types of results related job satisfaction. The first related to an indication that human resource management practice correlated positively and significantly with job satisfaction. The second result points out to a negative correlation of human resource management practice and job satisfaction with

turnover. And finally the third, stresses on human resource management practice as strong predictors of turnover.

In sum, according to Rane,(2011) job satisfaction is attributable to high self-confidence of the individuals in any organization. It should be noted that high job satisfaction reflects the feelings of effectiveness on the job.

### **3.11 CONCLUSION**

This chapter reviewed literature related to recruitment and selection processes. This chapter reported that human resource management has an imperative to recruit and in the process brings potential personnel into the organization and promote employees who fit or have values similar to the decision makers. In the process, multitude of beliefs, understandings, values, practices and culture guide human resource management to select appropriate candidates for the posts. The chapter also examines the statutory and regulatory framework with focus broadly on human resource management, the domain in which recruitment and selection practices are implemented and reference is made to recruitment and selection specifically, where applicable. Further, the chapter looked at job satisfaction, recruitment, and service delivery within SOE's. Moreover, this chapter highlighted challenges marring recruitment processes. More importantly, in South African literature review, challenges align to non-compliance of policies, legations of nepotism and inconsistency in the implementation of legislative frameworks and policies. Finally, it was reported that these challenges have negative impact on employee performance as well as inability to respond to service.

# **CHAPTER FOUR**

## **RESEARCH METHODOLOGY**

### **4.1 INTRODUCTION**

Previous chapters discussed the conceptual and theoretical framework which underpins this study. The relevant constructs were discussed in the literature review related to the study. This chapter addresses the research methodology used to investigate the recruitment process challenges within Eskom and its impact on service delivery: A case of Empangeni Zone. This study aims to investigate the challenges of recruitment and selection within Eskom and its impact on Service Delivery. Babbie and Mouton, (2009:103) refer to methods, techniques, and procedures that are employed in the process of implementing the research design or research plan. Furthermore, it discusses the research approach, methodology used to collect data and subsequently, the analysis of data in this study. This study is more descriptive in nature as it answers to the, 'what' and 'how' questions of the research.

According to Kumar (1999:4), there are different ways of obtaining answers to the "what" questions of the research. More importantly, research techniques, procedures, and methods that form the body of research methodology are applied to the collection of information about various aspects of a situation, issue, problem or phenomenon so that information gathered can be used (Kumar, 1999:9).

### **4.2 RESEARCH OBJECTIVES**

The main aim is to determine the recruitment process challenges within Eskom and its impact on service delivery within the Empangeni Zone.

The objectives are as follows:

- To determine the impact of Eskoms decision to reduce its recruitment of external candidates on Empangeni Zones performance.
- To determine the impact of recruitment on service delivery.
- To determine the effectiveness of the implementation of the Shared Services Model.

- To identify the level of job satisfaction within the organization.
- To establish if the current robust way of recruiting is working for the Empangeni Zone

### **4.3 RESEARCH DESIGN**

Research is a systematic process of collecting, analyzing, and interpreting information (data) in order to increase our understanding of a phenomenon about which we are interested or concerned (Leedy and Ormrod, 2010:2). This study takes on a more descriptive approach to investigate the recruitment process challenges within Eskom and its impact on service delivery: A case of Empangeni Zone. In so doing, the researcher explores and selects research questions for investigation, examines the published literature in the area of inquiry to understand the current state of knowledge, and identifies theories that may help answer the research questions of interest (Bhattacharjee, 2012).

At the core, all scientific research is an iterative process of observation, rationalization, and validation (Bhattacharjee, 2012:20). He stresses that research designs vary based on whether the researcher starts at observation and attempts to rationalize the observations (inductive research), or whether the researcher starts at an ex-ante rationalization or a theory and attempts to validate the theory (deductive research). Thus, research design is a comprehensive plan for data collection in an empirical research project (Bhattacharjee, 2012:35). According to the author, it is a “blueprint” for empirical research aimed at answering specific research questions or testing specific hypotheses and must specify at least three processes: (1) the data collection process, (2) the instrument development process, and (3) the sampling process. Further, White (2009:98) views research design as a point at which research questions are converted into the research project. Similarly, van Wyk, (2012:4) sees research design as the overall plan for connecting the conceptual research problems to the pertinent (and achievable) empirical research. In other words, the research design articulates what data is required, what methods are going to be used to collect and analyze this data, and how all of this is going to answer your research question. Thus, this study developed set of methods and procedures to collect data and analysis them as indicated in the following sections.

### **4.3.1 Research approach**

This study is quantitative in nature. Leedy and Ormrod (2010:94) refer to a quantitative approach as looking at amounts or quantities of one or more variables of interest. Equally, Creswell, (2013:32) refers quantitative research to an approach for testing objective theories by examining the relationship among variables. He indicates, that these variables, in turn, can be measured, typically on instruments, so that numbered data can be analyzed using statistical procedures. In addition, it attempts to measure variables in certain manner, for instance, use of commonly accepted measures (ruler, thermometers) or delicate measures for psychological characteristics or behaviour (i.e. tests, questionnaires, rating scales). This study made use of planned questions in questionnaires in which response options were predetermined to facilitate easier evaluation of research information gathered.

According to Creswell, (2013:200) steps in designing quantitative methods for a study, with specific focus on survey and experimental designs, reflect post-positivist philosophical assumptions, which seek relationships between and among variables as central to answering questions and hypotheses through surveys and experiments. Thus, Creswell reports that a survey design provides a quantitative or numeric description of trends, attitudes, or opinions of a population by studying a sample of that population. These views are supported by Green and Browne (2011:36) who suggest that survey research involves obtaining information about one or more group of individuals regarding their characteristics, opinions, attitudes or past experiences through use of questions and tabulating the answers. It follows that purpose of this design is to generalize from a sample to a population so that inferences can be made about some characteristic, attitude, or behaviour of this population. To respond to the research objectives of this study, a survey is conducted. Cross-sectional research involves collecting data to conclude about a sample under study at one point in time is identified as appropriate to the study.

In light of the above, the researcher is enabled to investigate the challenges of recruitment and selection within Eskom and its impact on Service Delivery. Inferences could then be made objectively about how recruitment process impacts on service delivery through use of statistics. Malhotra (2010:103) reasons that quantitative approaches develop and validate relationships among variables which facilitate better accuracy in interpreting data.

#### **4.4 QUANTITATIVE RESEARCH**

As indicated in previous section, quantitative research refers to a type of research in which the researcher decides what to study; asks specific, narrow questions; collects quantifiable data from participants; analyses these numbers using statistics; and conducts the inquiry in an unbiased, objective manner (Creswell, 2013). The frequency of certain events including recruitment and selection process challenges and service delivery within Eskom Empangeni zone was counted.

These frequencies were then displayed using a table or diagram in chapter five on this study and were usually produced using Excel sheet and exported to statistical analysis software Stata 14 programs and SPSS version 25. Quantitative analysis techniques such as graphs, charts, and statistics were used. This helped us to explore, present, describe and examine relationships and trends within recruitment and selection process challenges in Eskom Empangeni zone.

#### **4.5 TARGET POPULATION**

The population for a study is a group of people about whom we want to draw a conclusion (Babbie and Mouton 2009:100). Likewise, Bhattacharjee, (2012:65) states that a population can be defined as all people or items (unit of analysis) with the characteristics that one wishes to study. Target population refers to the amount of individuals with shared characteristics that could be of interest for the purpose of this study (Creswell, 2008:47). The target population in this study comprises senior and middle management, as well as the general labourers of Eskom Empangeni Zone, who have been in their current positions since April 2015, where the Shared Services model for support services and recruitment was implemented. A target population of 100 participants are selected from Empangeni Zone. The next subsections analyses the sampling technique and sample size of the study.

#### **4.6 SAMPLE SIZE**

A sample population of 100 is envisaged for this study, as it is considered adequate to provide input to determine the impact on Empangeni Zone's performance as a result of Eskom's decision not to hire additional staff members in the Empangeni Zone. It is practically impossible to consider every individual in the target population such that a sample will have to be selected. According Sekaran and Bougie, (2010)



a proper sample size falls between 30 to 500 respondents. Therefore, in the actual research the sample achieved was 100 respondents which was adequate to explore the challenges in the recruitment process.

#### **4.7 SAMPLING METHOD**

According to Saunders, Lewis, and Thornhill (2009:210) sampling techniques provide a range of methods that enable you to reduce the amount of data you need to collect by considering only data from a sub-group (a sample) rather than all possible cases or elements (the sample population). Likewise, Goddard and Melville (2004:34) state that a selected sample refers to a subset of the entire research population. The researcher understood the larger the sample size the more truly reflective it is of the entire population, also the smaller the sampling error. Sekaran and Bougie (2010:296) emphasizes that a proper sample size falls between 30 to 500 respondents. Likewise, prior to the above, Sekaran, (2006:296) states, as a rule of thumb, sample sizes between 30 and 500 could be effective depending on the type of sampling design used and the research question investigated. This is based on the fact that the sample size is important to establish the representativeness of the sample for generalizability (Sekaran and Bougie, 2010:294).

Saunders, Lewis, and Thornhill (2009) identify two types of sampling including probability or representative sampling and non-probability. On the one hand, probability sampling is a technique in which every unit in the population has a chance (non-zero probability) of being selected in the sample, and this chance can be accurately determined (Bhattacharjee, 2012:67). On the other hand, Nonprobability sampling is a sampling technique in which some units of the population have zero chance of selection or where the probability of selection cannot be accurately determined. This study adopts non-random sampling focusing on purposive sampling which is the judgement of the researcher as to who can provide the best information to achieve the objectives of the study. Purposive sampling fall into two categories: judgment and quota sampling designs (Sekaran, 2006:279). Likewise, according to Sekaran, (2006:277) judgment sampling involves the choice of subjects who are most advantageously placed or in the best position to provide the facts required. Convenience sampling is most often used during the exploratory phase of a research project and is perhaps the best way of getting some basic

information quickly and efficiently Sekaran, (2006:277). Bhattacharjee, (2012:69) add that accidental or opportunity sampling, this is a technique in which a sample is drawn from that part of the population that is close to hand, readily available, or convenient. Therefore, purpose and convenience sampling applied in this study ensured easier collection of data, minimized financial expenses and time usage.

#### **4.8 MEASURING INSTRUMENT**

A structured questionnaire was used in the collection of primary data. A questionnaire is easy to administer (Malhotra 2014: 178) to generate data for the study. A large number of people can be reached relatively easily and inexpensively. Apart from being inexpensive, questionnaires are also a practical way to gather data and it does not permit much variation. The questionnaires were made up of mainly closed ended questions with multiple choice answers. This reduces errors associated with ambiguity of questions and illiteracy of the respondents when it came to the answering of the questions. The respondents were given 2 hours within which to return the questionnaires. The researcher was available to assist the respondents in answering any questions that could arise during the completion of the questionnaire.

##### **4.8.1 Questionnaire Design**

As a general term, a questionnaire refers to all data collection instruments in which each responded is asked to answer the same set of questions in a predetermined order (deVaus, 2002) cited in Saunders, Lewis, and Thornhill (2009:360). According to Bhattacharjee, (2012:74) a questionnaire is a research instrument consisting of a set of questions (items) intended to capture responses from respondents in a standardized manner. In the same line, Bird (2009:1310) mentions that questionnaire format, sequence, and wording, length, and output, needs to be considered carefully to ensure credibility, reliability, and sustained engagement of the participant.

This study uses simple and clear cut questions that aim at answering objectives of this study. The questions seek to determine or discover a process or define experiences. According to Marshall and Rossman (2011), they are normally used to understand particular educational, familial or social processes or experiences that

happen in a specific location and/or context. Doody, and Bailey, (2016) add that questions usually describe and address 'what' and 'how' questions, avoiding words such as 'affect', 'influence', 'compare' and 'relate. Also, they seek to understand, 'explore a process in a case study.

The questionnaires comprised of three sections with sub-questions. These three sections addressed demographic variables, Eskom employers and employees experience with regard to challenges in the process of recruitment. Section one addresses biographic information. This includes Eskom staff profiles in terms of gender, age group, and marital status, level of education, date of employment and years of experience. Section two addresses recruitment and selection. Section three looks into service delivery. Thus, the researcher administered questionnaires to the respondents' who consist of Eskom Empangeni Zone.

#### **4.8.2 Questionnaire Format**

Questions may be open ended or closed ended. Open ended questions ask respondents to provide a response in their own words, while closed ended questions ask respondents to select an answer from a given set of choices (Bhattacharjee, 2012:74). Saunders, Lewis and Thornhill, 2009:363) identify the various types of questionnaires. This includes self-administered and interviewer administered. This study uses self-administered questionnaires. Structured questionnaires are used for this study comprising of closed-ended, multiple choice and scaled response questions.

#### **4.8.3 Measurement and Scaling**

According to the theory of scales of measurement of Stanley Smith Stevens (1946) cited in Bhattacharjee, 2012:45) four generic types of rating scales for scientific measurements are defined: nominal, ordinal, interval, and ratio scales. For the purpose of this study, the questionnaire consists of three sections with sub-questions and included questions measured using a five-point Likert scale.

Section one of the questionnaire aimed at understanding respondents Eskom staff profiles in terms of gender, age group, marital status, level of education, date of

employment and years of experience. These demographic variables were cross-tabulated with other variables in the questionnaire to determine relationships.

The second section as the core of the study envisages ascertain respondent's views and opinions on the Eskom implementation of the Shared Services model for support services and Recruitment process currently centralized at the head office in Johannesburg. The third section aims at collecting perceptions from respondents for and way forward on the current recruitment selection process in the Empangeni Zone. In general, the overall scale score may be a summation of the attribute values of each item as selected by a respondent.

#### **4.9 DATA COLLECTION TOOLS**

Primary data was collected to investigate recruitment process challenges within Eskom and its impact on service delivery: A case of Empangeni Zone. On the one hand, primary data were collected by means of questionnaires, which allow respondents to answer the research questions. The most common data collection method includes collecting data through observation, interviews and focus groups, and finally, questionnaires (Saunders, Lewis, and Thornhill (2009). On the other hand, Saunders, Lewis, and Thornhill added that data collection can done through secondary data sources include data collected from other scholars in different fields of work. This type of data is retrieved for a particular purpose of a study. For instance literature review related to matter under investigation. This includes books, journal articles, evaluation reports, policy documents, case studies, and census data. This study uses primary data collection tools.

#### **4.10 DATA ANALYSIS**

After data collection, analysis thereof was undertaken. As stated in previous sections, this comprises of a quantitative analysis.

Quantitative analysis can be done by descriptive analysis techniques or by inferential analysis and refers to the statistical testing of hypotheses. This study uses descriptive analysis to analyze the challenges resulting from recruitment process. Therefore, quantitative analysis techniques such as graphs, charts, and statistics allow us to do this; helping us to explore, present, describe and examine

relationships and trends within our data (Saunders, Lewis and Thornhill, 2009:414). They indicate that quantitative analysis is statistics driven and largely independent of the researcher. In this study, the researcher prepares the quantitative data into useful information in mind with quantitative techniques and was aware of and knows when to use different charting and statistical techniques.

#### **4.11 RELIABILITY AND VALIDITY**

According to McNabb (2002:273), scientific research is characterized by two elements, namely reliability, and validity. On the one hand, Malhotra (2010:318) asserts that reliability of a study indicates consistency of data from distinct administrations of a measuring instrument. Similarly, Bhattacharjee, (2012:56) refers reliability to the degree to which the measure of a construct is consistent or dependable. Equally, reliability implies that the same matter that is researched continuously by the same or different persons must render the same result. On the other hand, validity implies that the research should be able to measure that which it is supposed to measure (Babbie and Mouton, 2001:279). Further, according to Bhattacharjee, (2012:58) validity, often called construct validity, refers to the extent to which a measure adequately represents the underlying construct that it is supposed to measure.

From the above, reliability and validity, are called the “psychometric properties” of measurement scales, are the yardsticks against which the adequacy and accuracy of our measurement procedures are evaluated in scientific research (Bhattacharjee, 2012:55).

In addressing Reliability and Validity in this study, the author has respectively used data collected from Eskom Company in a consistency manner to determine the recruitment process challenges. The author has used data collected from Eskom to measure the recruitment and selection process challenges and service delivery within Eskom Empangeni Zones. Thus, results were empirically validated.

Reliability is computed by taking several measurements on the same subject. Several tests should be used to check the suitability of the respondents' data for factor analysis before extraction of the factors. Consistency checks can be implemented to ascertain how reliable a measuring tool is (Welman et al., 2005:147).

These tests check involve firstly, the use of the Cronbach's coefficient alpha as an extent of an instrument's consistency. Secondly, the use of Kaiser-Meyer-Olkin (KMO), which measure of Sampling Adequacy (ranges from 0 to 1, with 0.50 suitable for factor analysis) and thirdly, involve the use of and Bartlett's Test measures sphericity (with significant ( $p < .05$ ) suitable for factor analysis) (Hair, 1995 and Tabachnick and Fidell, 2007). A reliability coefficient of 0.70 or higher is considered as "acceptable" (Andrew, Pederson and McEvoy 2011:202, and Panayides, 2013).

This study as stated in the previous section used a questionnaire which consisted of three sections with sub-questions and included questions measured using a five-point Likert scale which ranged from strongly disagree to strongly agree. Many studies used such measurement with factor analysis as the case in this study. Factor analysis and descriptive statistic were used to determine factors affecting recruitment and selection process in Eskom Empangeni which had empirically validated the results based on a sample of 100 respondents selected for this study.

#### **4.12 ETHICAL CONSIDERATIONS**

The researcher needs to be aware of the general agreements about what is proper and improper in the conduct of an inquiry. (Babbie and Mouton, 2001:520-527, in Shaidi, 2013) summarise some of the most important ethical agreements that prevail in social research as being voluntary participation; no harm to the participants; anonymity and confidentiality; and not deceiving subjects.

The researcher obtained permission to carry out the study by the Durban University of Technology and Eskom's senior management. The respondents were advised that participation was purely voluntary and could be terminated at any time without a penalty.

The questionnaire guaranteed that all responses received to remain confidential and anonymous. In this regard, no names or personal details of the participants will be required by the questionnaire. The researchers name and contact details were available to the participants had they had any concerns in respect of the survey.

#### **4.13 CONCLUSION**

This chapter presented the research methodology used in this study. The study adopted the quantitative method to implement the research plan in the investigation of within Eskom and its impact on service delivery: A case of Empangeni Zone. The research design, approach, sampling procedure and research instrument adopted in this study were reviewed in this chapter. The research design outlines the different approaches used in this study to collect data that give an account of challenges that occurred since Eskom's implementation of the Shared Services model for support services and recruitment process in the Empangeni zone. The questionnaires were administered to stakeholders involved in the recruitment selection and descriptive analysis techniques were employed to analyze primary data from different key informants. The following chapter analyses the results of the recruitment selection challenges in Eskom in Empangeni zone.

## CHAPTER FIVE

### DATA PRESENTATION ANALYSIS AND DISCUSSION OF THE RESULTS

#### 5.1 INTRODUCTION

The intent of this study is to investigate the challenges of recruitment and selection within Eskom and its impact on Service Delivery. To achieve this intent, main objective is to determine the impact on Empangeni Zone's performance as a result of Eskom's decisions on staff reduction. Respectively, this chapter presents the results and discusses the findings obtained from the survey in this study. The questionnaire which was distributed to Eskom KwaZulu-Natal Operating Unit (KZN OU) was the primary tool that was used to collect data. The data collected from the responses was analysed using STATA version 13. The quantitative results will presented as descriptive statistics in the form of graphs, cross tabulations and figures.

#### 5.2 THE RESEARCH INSTRUMENT

The research instrument consisted of 40 items, with measurements at a nominal or an ordinal level. The questionnaire was made up of 4 sections. Section A aimed at understanding respondents, Eskom staff Biographical information. Section B will address recruitment and selection. Section C relates to Job Satisfaction within the organisation and lastly Section D covers Service delivery. The questionnaire was then divided into 2 main sections which measured various themes as illustrated in Table 5.1.

**Table 5.1: Measurement instrument**

No	Questions related to	Section
1	Biographic information	Respondents demographic profile and analysis
2		Data presentation and analysis
2.1	Recruitment and Selection	Recruitment and Selection Analysis
2.2	Job satisfaction	Job satisfaction Analysis
2.3	Service delivery	Service delivery Analysis



### 5.3 RELIABILITY STATISTICS

This study used Cronbach's alpha and KMO tests to ascertain reliability and validity of the respondent's data. The following table 5.2 gives the two coefficients tests considered for overall items in this study.

**Table 5.2: Cronbach's alpha and KMO Coefficients**

No	Cronbach's alpha and KMO Coefficients			
	Cronbach's alpha	Minimum	KMO score	Minimum
1	0.8461	0.70	0.5575	0.50

As depicted in table 5.2, the overall reliability score exceeds the recommended Cronbach's alpha value of 0.700 overall. This indicates a degree of acceptable, consistent scoring for the various sections of the research. Each of the individual sections also has high reliability scores. This explains that each construct utilised in each of the sections is of relevance to recruitment and selection process challenges and impact on service delivery of Eskom Empangeni zone.

#### 5.3.1 Factor analysis

Factor analysis, in the sense of exploratory factor analysis, is a statistical technique for data reduction. Equally, it "is a statistical technique whose main goal is data reduction" (Moonsamy and Singh, 2012:5). It reduces the number of variables in an analysis by describing linear combinations of the variables that contain most of the information (Bolla, 2009 and Jolliffe, and Cadima, 2016; and Lee and Ashton, 2007).

Historically factor analysis was used primarily by psychology and education. Currently, factor analysis is used in many fields such as behavioural and social sciences, medicine, economics, and geography as a result of the technological advancements of computers (Yong, and Pearce, 2013:79).

Factor analysis is a multivariate statistical procedure that has many uses (Thompson, 2004). Among other include:

- Firstly, factor analysis reduces a large number of variables into a smaller set of variables (also referred to as factors).
- Secondly, it establishes underlying dimensions between measured variables and latent constructs, thereby allowing the formation and refinement of theory.
- Thirdly, it provides construct validity evidence of self-reporting scales

This procedure enables numerous correlated variables to be condensed into fewer dimensions known as factors. The broad purpose of factor analysis is to summarize data so that relationships and patterns can be easily interpreted and understood (Yong and Pearce, 2013:79). Factor analysis helps to isolate constructs and concepts. Factor analysis is done only for the Likert scale items. The following section presents factor analysis application to recruitment and selection process challenges and impact on service delivery in Empangeni zone.

#### **5.3.1.1 The data analysis structure**

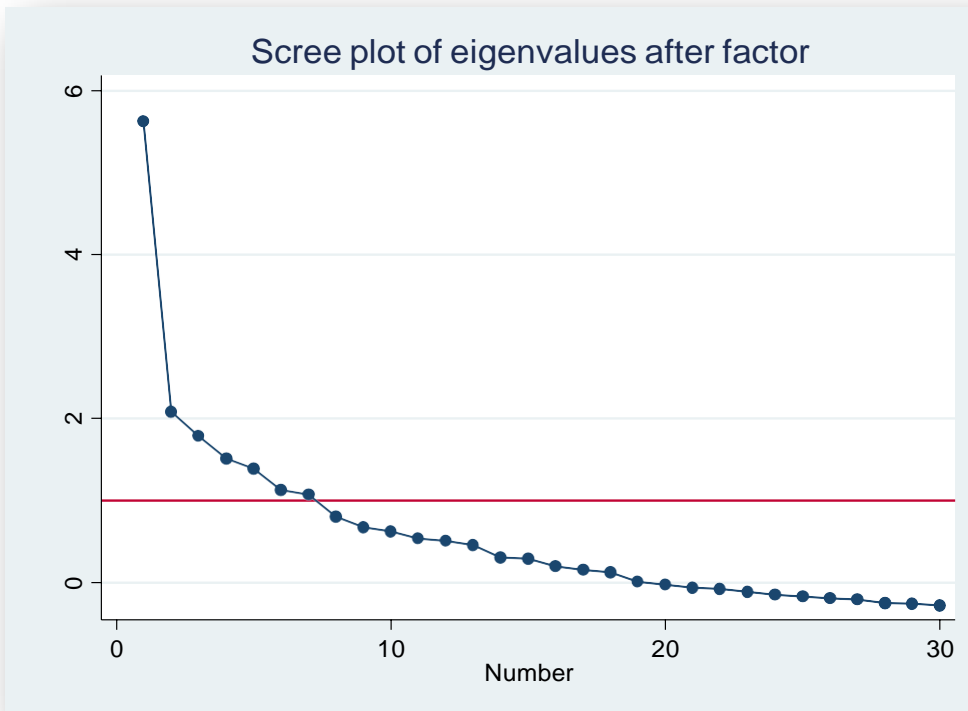
In this study, the aim is to investigate the challenges of recruitment and selection within Eskom Kwa Zulu Natal Operating Unit (KZN OU) – Empangeni Zone and its impact on Service Delivery. Thus, factor analysis, and descriptive statistics will be used as a statistical tool. Moreover, determining which test to use should depend on the nature of different variables. After running of principle factors as method, the following stages were observed. These include scree plot to decide on number of factors to retain. Factor loading and unique variance, readable and interpretable factor loading and unique variance, Rotated factor loadings and unique variances; loading plot and score plot and finally, predict factors.

#### **5.3.1.2 Determination of factors affecting recruitment and selection process in Eskom Empangeni**

The scree plot was used to determine how many factors to retain in the analysis. In other word the software STATA version 13 decides or determines how many factors to retain. The plot specifies that a horizontal line be plotted at the mean of the

eigenvalues (a height of 1 because we are dealing with the eigenvalues of a correlation matrix). The following figure shows the factors retained.

**Figure 5.1 Scree plot of Eigen values**



The above plot suggests that we retain seven factors, both because of the shape of the scree plot and because of Kaiser's well-known criterion suggesting that we retain factors with eigenvalue larger than 1. These are Factor 1 (5.62405), Factor 2 (2.08808), Factor 3 (1.79265), Factor 4 (1.52338), Factor 5 (1.40080), Factor 6 (1.13967) and Factor 7 (1.08025). One can see from the figure 5.1 and factor that 6 and 7 have more less the same value. Overall, and cumulatively, these factors are explained by 0.82 % of variation in the data. **See appendix 9**

### 5.3.1.3 Identification of more variables related to recruitment and selection process challenges in Eskom

#### Factor loadings (pattern matrix) and unique variances

Table 5.3: Factor loadings (pattern matrix) and unique variances

Variable	Factor1	Factor2	Factor3	Factor4	Factor5	Factor6	Factor7	Uniqueness
Q1	0.4643	0.3388	-0.3373	0.3142	-0.2439	0.1876	-0.1403	0.3428
Q2	0.6291	0.2570	-0.2693	-0.0358	-0.2484	-0.0365	-0.1627	0.3748
Q3	0.6068	0.1919	-0.0022	-0.1536	0.4554	0.0736	-0.0894	0.3506
Q4	0.3817	0.1066	0.0632	-0.3537	0.0974	0.0390	0.2843	0.6220
Q5	0.0296	-0.1112	-0.1023	0.3165	0.0471	-0.0874	-0.2464	0.8056
Q6	0.1556	0.4492	-0.1417	0.1177	0.4268	-0.1057	0.1209	0.5321
Q7	0.5406	0.0942	0.3418	-0.2573	-0.1920	0.2093	-0.0624	0.4313
Q8	0.6958	0.0476	-0.2704	-0.1575	0.0783	-0.1304	0.1594	0.3671
Q9	0.6340	0.0273	-0.2835	-0.2837	0.0281	-0.4773	-0.0423	0.2060
Q10	0.5596	-0.1805	0.0387	-0.2402	-0.3200	-0.2390	0.0022	0.4355
Q11	0.3036	-0.0700	-0.3256	0.3043	-0.1754	0.2346	0.0072	0.6185
Q12	0.4711	-0.3071	-0.2297	0.1761	-0.2134	0.1313	-0.0653	0.5329
Q13	0.4306	-0.3135	-0.2475	-0.1821	0.0081	-0.0272	-0.0736	0.6156
Q14	0.3600	-0.1535	-0.2757	-0.0168	0.2491	-0.0103	0.3988	0.5493
Q15	0.5076	-0.0766	0.0691	-0.1406	0.3135	0.0436	-0.2307	0.5585
Q16	0.2061	-0.2863	-0.0138	0.5371	0.1514	-0.1736	0.2023	0.4929
Q17	0.3735	-0.1532	0.4228	-0.0912	-0.1037	0.0446	0.3055	0.5439
Q18	0.4159	-0.2002	0.4794	0.2267	-0.2413	-0.3231	0.0530	0.3402
Q19	0.3870	-0.4866	-0.0799	0.1329	0.1845	0.3157	-0.0495	0.4533
Q20	0.6198	-0.2962	-0.1612	0.1734	0.0301	0.2528	0.1089	0.3954
Q21	0.1771	0.1857	0.2227	-0.0348	0.3474	0.3551	-0.1675	0.6085
Q22	-0.0597	-0.0391	-0.0547	0.0735	0.2261	-0.0535	0.2583	0.8658
Q23	0.3556	0.6249	0.1169	0.3324	0.0648	-0.0625	0.0310	0.3498
Q24	0.3729	0.2402	0.0230	-0.0049	-0.3387	0.1779	0.2914	0.5714
Q25	0.4328	0.4286	0.2000	0.1991	-0.1474	-0.0092	0.0134	0.5273
Q26	0.1170	-0.1745	0.3176	0.2297	0.0976	-0.0916	-0.2297	0.7315
Q27	0.3974	0.1843	0.1283	0.2487	0.1123	-0.3220	-0.1711	0.5842
Q28	0.3550	0.2023	0.3140	-0.1077	-0.0655	0.2789	-0.0152	0.6405
Q29	0.4725	-0.2480	0.1176	-0.1753	0.0737	-0.0455	-0.4173	0.4891
Q30	0.4449	-0.2621	0.4706	0.2119	0.1560	-0.0017	0.1681	0.4144

Method: principal factors

Rotation: (unrotated)

Factor loadings are the regression coefficients which multiply the factors to produce the observed variables in the factor analysis. The above pattern matrix needs reduction of the data as Steven (2009) recommends on factor loadings 0.400 or greater in order to become more interpretable. This leads author to factor loadings (pattern matrix (<.4)).

### 5.3.1.4 Identification of more interpretable variables related to recruitment and selection process challenges in Eskom

#### Factor loadings (<.4) and unique variances

Table 5.4: Factor loadings (pattern matrix) and unique variances

Variable	Factor1	Factor2	Factor3	Factor4	Factor5	Factor6	Factor7	Uniqueness
Q1	0.4643							0.3428
Q2	0.6291							0.3748
Q3	0.6068				0.4554			0.3506
Q4								0.6220
Q5								0.8056
Q6		0.4492			0.4268			0.5321
Q7	0.5406							0.4313
Q8	0.6958							0.3671
Q9	0.6340					-0.4773		0.2060
Q10	0.5596							0.4355
Q11								0.6185
Q12	0.4711							0.5329
Q13	0.4306							0.6156
Q14								0.5493
Q15	0.5076							0.5585
Q16				0.5371				0.4929
Q17			0.4228					0.5439
Q18	0.4159		0.4794					0.3402
Q19		-0.4866						0.4533
Q20	0.6198							0.3954
Q21								0.6085
Q22								0.8658
Q23		0.6249						0.3498
Q24								0.5714
Q25	0.4328	0.4286						0.5273
Q26								0.7315
Q27								0.5842
Q28								0.6405
Q29	0.4725						-0.4173	0.4891
Q30	0.4449		0.4706					0.4144

(Blanks represent abs (loading) <.4)  
Method: principal factors

The above table presents some high uniqueness in this model. The factor loadings need rotations in order to become more interpretable. This leads us to orthogonal rotation of varimax. The rotation gives a better summarised understanding of factors space among a set of variables (Lee and Ashton, 2007). In this case among variables in relation to recruitment and selection process challenges in Eskom and its impact on service delivery. Each factor or construct is defined strongly by a few variables.

### 5.3.1.5 Rotated interpretable factors related to recruitment and selection process challenges in Eskom

**Table 5.5: Rotated factor loadings (pattern matrix) and unique variances**

Variable	Factor1	Factor2	Factor3	Factor4	Factor5	Factor6	Factor7	Uniqueness
Q1			0.6522					0.3428
Q2	0.5358		0.4654					0.3748
Q3					0.6476			0.3506
Q4								0.6220
Q5								0.8056
Q6								0.5321
Q7						0.5849		0.4313
Q8	0.6484							0.3671
Q9	0.8745							0.2060
Q10	0.5908							0.4355
Q11		0.5416						0.6185
Q12		0.6018						0.5329
Q13	0.4605							0.6156
Q14							0.5029	0.5493
Q15					0.5352			0.5585
Q16				0.4347				0.4929
Q17				0.4855		0.4249		0.5439
Q18				0.7595				0.3402
Q19		0.6383						0.4533
Q20		0.6746						0.3954
Q21					0.5601			0.6085
Q22								0.8658
Q23			0.7555					0.3498
Q24						0.4608		0.5714
Q25			0.5954					0.5273
Q26								0.7315
Q27								0.5842
Q28						0.4576		0.6405
Q29								0.4891
Q30				0.6679				0.4144

(Blanks represent abs (loading) <.4)  
Method: principal factors

The above factors loadings are defined modestly by many variables, and with many variables showing moderate loadings on many factors.

Here the factors are rotated so that the chosen negative and positive factor's items are grouped together. The uniqueness column displays the percentage of variance for the variable that is not explained by the common factors. This rotation involves the "common factors", which can be extracted (1-uniquess) as communalities. As one can observe above, the uniqueness is relatively high in 8 items out of 30 in this study, placing doubt on them for interpretation.

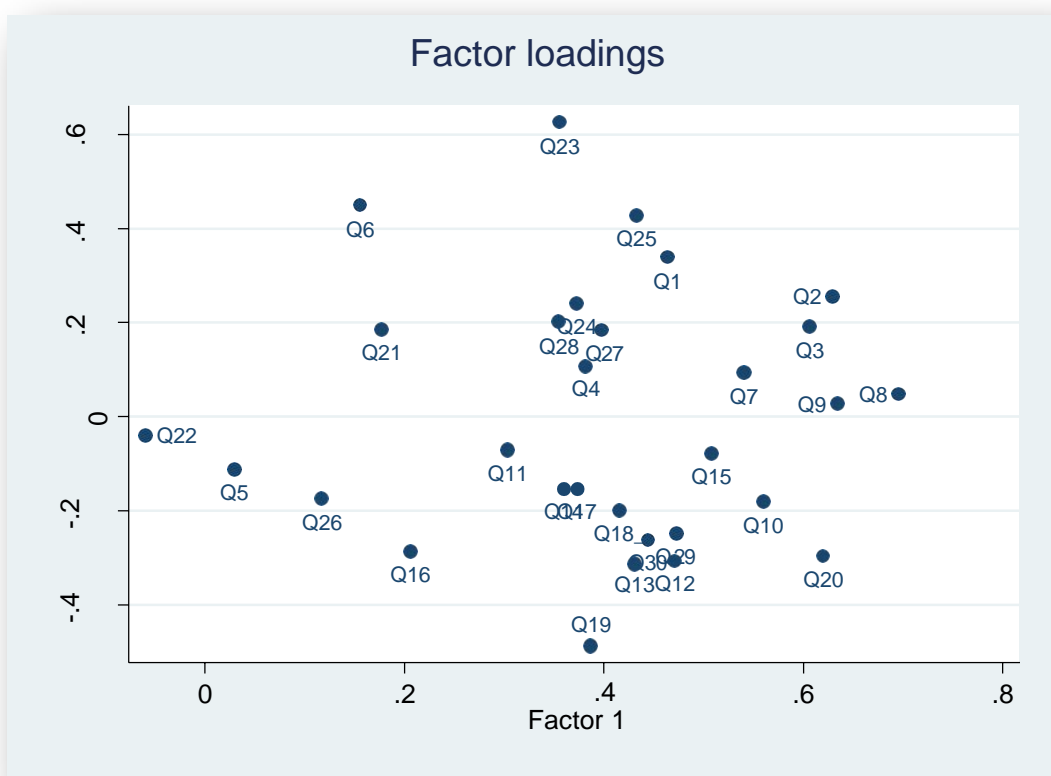
As it stands, the remaining 22 of the elements in the residual matrix are fairly small. This study concludes that the obtained factor structure provides a reasonably good approximation to the data under investigation. This leads to consider communalities of the aforementioned variables acceptable and as well as uniqueness. The lesser or smaller the uniqueness, the more likely that variables are well explained by the factors identified. Equally, commonality explains well the variables in the data

variations as per 1-uniqueness. Everything remains constant, Uniqueness values more than 0.6 are usually high (Martinez, Martinez, and Solka, 2017; Tucker, and MacCallum, 1997). In the present study the variables are well explained as 22 values of uniqueness are fairly small. Thus, uniqueness values in this study show reversely the extent of contribution of communalities of each item to explaining contribution in data matrix.

### 5.3.1.6 Loadings plot of seven factors related to recruitment and selection process challenges in Eskom

A second plot that is also useful is the factor loadings plot. This study displays the plot with the loadings of the leading seven factors. These factors loading plot produce a scatter plot of the factor loadings after factor analysis.

**Figure 5.2: Factor loadings**

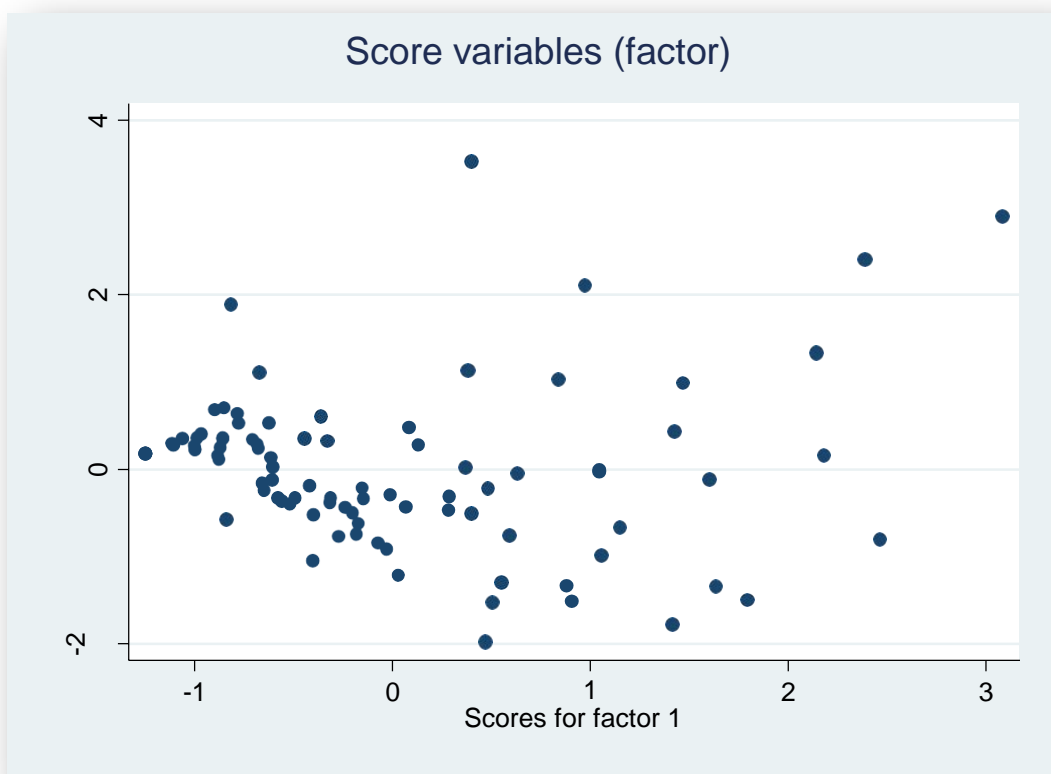


The factor loading matrix obtained in the initial factoring process usually produces factors that each shows substantial loadings for many variables, rather than very strong loadings for only a few variables each. As a result, interpretation becomes difficult given the nature of the factors dispersion.

### 5.3.1.7 Visually clustering variables related to recruitment and selection process challenges in Eskom Empangeni zone

Factor scores are computed after factor analysis. Factor scores are the coordinates of the original variables,  $x$ , in the space of the factors. The two types of scoring are regression scoring (Thomson 1951) and Bartlett (1937, 1938) scoring. Common factor scores can also be plotted for the observations.

**Figure 5.3: Factor scores**



The plot's main purpose is to identify extreme cases. The above score plot is good for visually clustering items considered under this study investigation. Varimax



rotation simplifies each factor by forcing the variables to show either strong loadings or near-zero loadings on a given factor (Lee and Ashton, 2007:425). The rotated factors are interpreted and labelled in such a way as to summarize the common elements of the variables that define each construct.

### 5.3.1.8 Scoring coefficients of constructs in relation to recruitment and selection process challenges

#### Predict factor

**Table 5.6: Scoring coefficients (method = regression)**

Variable	Factor1	Factor2	Factor3	Factor4	Factor5	Factor6	Factor7
Q1	0.10091	0.15197	-0.14320	0.31787	-0.18562	0.20474	-0.18002
Q2	0.11166	0.07612	-0.19902	-0.07055	-0.20497	-0.00271	-0.08414
Q3	0.13020	0.14002	0.13940	-0.07733	0.35216	0.09056	-0.12505
Q4	0.02963	0.02310	0.04566	-0.12317	0.03881	0.07369	0.17596
Q5	-0.00751	-0.01787	-0.01298	0.08746	0.02153	-0.04749	-0.10862
Q6	0.03380	0.13155	-0.06681	0.10171	0.20005	-0.01979	0.07292
Q7	0.08106	0.05310	0.17174	-0.22267	-0.07130	0.11682	-0.01290
Q8	0.10963	0.08367	-0.19535	-0.16313	0.09167	-0.04278	0.22797
Q9	0.14786	-0.00990	-0.22453	-0.20382	0.01862	-0.52304	-0.06471
Q10	0.08429	-0.07895	0.08781	-0.11635	-0.19037	-0.11222	-0.00882
Q11	0.04910	-0.02064	-0.09379	0.12239	-0.07881	0.06360	0.00240
Q12	0.06816	-0.08733	-0.10828	0.06506	-0.06776	0.09363	-0.03675
Q13	0.04040	-0.10675	-0.08976	-0.09015	-0.00066	-0.02045	-0.01471
Q14	0.04785	-0.05603	-0.04225	0.03197	0.09663	0.01918	0.21520
Q15	0.06674	-0.07493	-0.02026	-0.09371	0.16111	0.02929	-0.11114
Q16	0.00149	-0.13109	-0.08048	0.21799	0.13348	-0.15114	0.19617
Q17	0.06129	-0.02798	0.10196	-0.07690	-0.04399	-0.01792	0.21181
Q18_	0.09913	-0.09850	0.39734	0.22206	-0.19138	-0.21403	-0.03439
Q19	0.05828	-0.17484	-0.01215	0.04511	0.11186	0.21301	-0.04837
Q20	0.15115	-0.22073	-0.12684	0.17876	-0.04596	0.18503	0.04318
Q21	0.00630	0.04516	0.08940	-0.05935	0.15567	0.13317	-0.07560
Q22	0.00701	0.00605	-0.00389	0.00872	0.09446	-0.04367	0.11807
Q23	0.07166	0.35740	0.08228	0.16223	0.09790	-0.11205	0.03093
Q24	0.02813	0.08823	0.00485	-0.05648	-0.13656	0.11016	0.24022
Q25	0.04756	0.12012	0.07646	0.07804	-0.10507	0.00758	0.01468
Q26	0.01409	-0.04597	0.05834	0.05354	0.06699	-0.04341	-0.10139
Q27	0.02760	0.04210	0.05875	0.12940	0.04852	-0.15313	-0.10311
Q28	0.07628	0.07188	0.10908	-0.01740	-0.06602	0.16868	-0.04131
Q29	0.08092	-0.07993	0.07715	-0.01362	0.05334	-0.00014	-0.32007
Q30	0.09260	-0.11211	0.18663	0.14985	0.06640	0.02365	0.10781

**Method = regression**

These 7 factors scoring coefficients capture considerable variations in the data. The table with scoring coefficients informs us that the factors are obtained as a weighted sum of various standardized versions of the aforementioned seven factors. These factors will assist to produce comprehensive constructs in relation to recruitment and selection process challenges and its impact on service delivery. Therefore, one can use the analysis of the above data results to discuss the recruitment and selection process challenges and impact on service delivery.

### **5.3.1.9 Summary of the section**

This section was about data presentation and analysis. In summary, after extraction of seven retained factors, the author then rotated the aforementioned factors in order to produce a “simple structure”, in which each factor is defined strongly by a few items see table 5.5 for more interpretable manner of factors. Further, the author in this study used varimax rotation method as it provides remaining factor uncorrelated. Finally, the author estimated respondents scores on the factors identified.

### **5.3.2 Demographic analysis**

#### **5.3.2.1 Demographics characteristics of respondents**

This section presents selected number of demographic characteristics of Eskom KwaZulu-Natal Operating Unit (KZN OU) – Empangeni Zone workers. Demographic analysis of respondents representing Eskom workers in the study area of Empangeni. Demographic questions were used as an integral part of interview questions. They were used to identify characteristics such as age, gender and race. Also, population group, education level, task grade, and years of experience followed by work rate, adequate staff and overtime hours. As such, demographic analysis helps to establish a more accurate image of Eskom Empangeni workers under investigation in order to understand them and their relation to recruitment and selection process challenges, and impact on service delivery. It gives a summary of the sample under study using descriptive statistics. The following section describes the overall gender distribution by age.

##### **5.3.2.1.1 Gender Distribution by Age**

Gender Distribution by Age in this study is tabulated and produced in a two way table of frequency counts. It presents independently age and gender of Eskom KwaZulu-Natal Operating Unit (KZN OU) – Empangeni Zone workers, along with measure of association including the common Pearson's chi-squared.

**Table 5.7: Gender Distribution by Age**

Age	Gender		Total
	Male	Female	
1:18-24	0 0.00	4 100.00	4 100.00
2:05-34	31 79.49	8 20.51	38 100.00
3:35-49	29 69.05	13 30.95	42 100.00
4:50-64	14 93.33	1 6.67	15 100.00
Total	74 74.00	26 26.00	100 100.00

Pearson chi2 (3) = 15.4444 Pr = 0.001

Table 5.7 produces both counts and percentages. The row percentages add up to 100%. Therefore, the table shows the percentage of each age group working in Eskom Empangeni KZN, South Africa. 74% of all age group workers counts for Male, while the remaining 26% counts for female. 38% counts for all respondents in the age group between 05 and 34 years old, of which about 79% counts for male, while the remaining 21% counts for female. Further, about 69% in the age group of 35-49 years old counts for male, while the remaining 31% counts for female. This implies that Eskom Kwa Zulu-Natal Operating Unit (KZN OU) – Empangeni Zone is male oriented workers.

Statistics inform us that the  $\chi^2$  associated with this table has 3 degrees of freedom and is 15.44. The observed differences are significant based on Pvalue=001

### **5.3.2.1.2 Population group distribution by gender**

Population group distribution by gender in this study is tabulated and produced in a two way table of frequency counts. It presents independently population group and gender of Eskom Kwa Zulu Natal Operating Unit (KZN OU) – Empangeni Zone workers, along with measure of association including the common Pearson's chi-squared.

**Table 5.8: Population distribution by gender**

Population group	Gender		Total
	Male	Female	
1:Black	52 76.47	16 23.53	68 100.00
2:Coloured	1 100.00	0 0.00	1 100.00
3:Indian	14 66.67	7 33.33	21 100.00
4:White	6 75.00	2 25.00	8 100.00
5:other	1 50.00	1 50.00	2 100.00
Total	74 74.00	26 26.00	100 100.00

Pearson  $\chi^2(4) = 1.7570$  Pr = 0.780

Table 5.8 shows the percentage of each race group working in Eskom Empangeni Zone. 68% of all respondents in the full sample are black of which 76.47% are male and 23.53% are female. The table also shows that 21% of all respondents in the full sample are Indian, of which 66.67% counts for Male and 33.33 for female. 8% of those in the total sample are white and 2% are to others. Statistics inform us that the  $\chi^2$  associated with this table has 4 degrees of freedom and is 1.7550. The observed differences are not significant based on Pvalue = 0.780. The following figure displays the population distribution by gender.

**Figure 5.4: Population distribution by Gender**

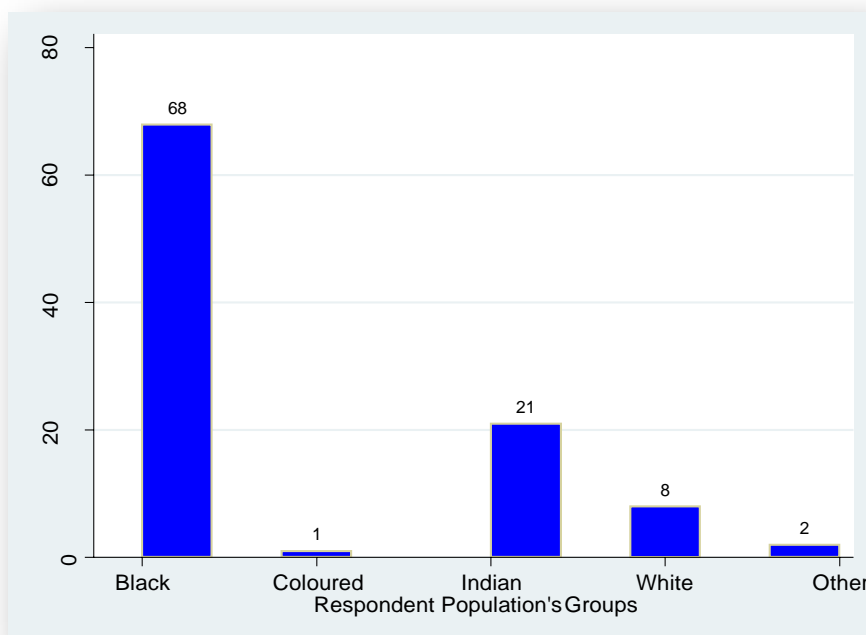


Figure 5.4 indicates that black population group constituted a major percentage of 68%. It can be assumed that Eskom Empangeni considers employing more black population group in their recruitment and selection process. This can be attributed to affirmative action which stress on advantaging formerly disadvantage population.

### 5.3.2.1.3 Education distribution level by gender

This section presents Education level distribution by gender tabulated and produced in a two way table of frequency counts. It presents independently Education level distribution and gender of Eskom Kwa Zulu Natal Operating Unit (KZN OU) – Empangeni Zone workers, along with measure of association including the common Pearson's chi-squared.

**Table 5.9: Education distribution level**

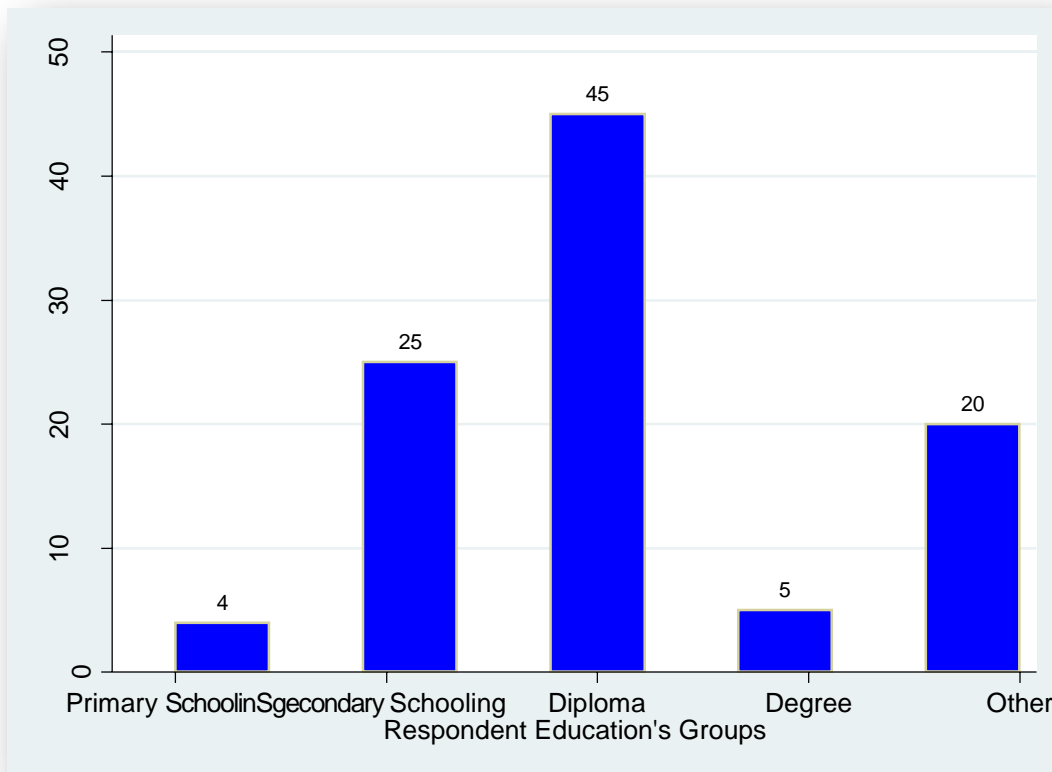
Education level	Gender		Total
	Male	Female	
<b>1:Primary Schooling</b>	4 100.00	0 0.00	4 100.00
<b>2:Secondary Schooling</b>	20 80.00	5 20.00	25 100.00
<b>3:Diploma</b>	29 64.44	16 25.56	45 100.00
<b>4:Degree</b>	3 60.00	2 40.00	5 100.00
<b>5:other</b>	17 85.00	3 15.00	20 100.00
<b>Total</b>	73 73.74	26 26.26	99 100.00

$$\text{Pearson } \chi^2(4) = 5.7350 \text{ Pr} = 0.220$$

Table 5.9 shows the percentage of each education distribution level of Eskom Empangeni Zone workers. The majority of respondents 45% had a diploma as depicted by the above table and figure. Approximately 64.44% count for male and 25.56% for female in have diploma in this category. 25% of all respondent in this sample attended secondary school, of which 80% counts for male and 20% for female. Further, 5% of all respondent in this ample had a degree. Furthermore, 4% had attended primary school only. Finally, the remaining 20% counts for other. In general, secondary and diploma qualifications count the more respondents Eskom Empangeni zone workers to influence the service delivery in the area. Statistics inform us that the  $\chi^2$  associated with this table has 4 degrees of freedom and is

5.7350. The observed differences are not significant based on Pvalue = 0.220. The figure 5.5 shows the education distribution level of Eskom Empangeni workers.

**Figure 5.5: Education distribution level**



The above figure 5.5 shows that the majority of respondents 45% and 25% had respectively a diploma qualification and a metric qualification (secondary school). This implies that these two education level groups are at the heart of Eskom Kwa-Zulu Natal's Operating Unit (KZN OU) – Empangeni Zone, to respond to the needs and wants of Empangeni customers and related beneficiaries.

#### **5.3.2.1.4 Level of Job satisfaction within Eskom Empangeni**

This section presents the rate and level of job satisfaction within Eskom Kwa Zulu Natal Operating Unit (KZN OU) – Empangeni Zone. It presents independently the art to which respondents are satisfied with salary within the company and the rate at which respondents are satisfied with the working conditions in Eskom – Empangeni

Zone, along with measure of association including the common Pearson's chi-squared.

**Table 5.10.1: Rate and level of job satisfaction within Eskom Empangeni (Salary and working Conditions)**

salary rate		Working conditions				Total
		1:Poor	2:Satisfactory	3:Good	4:Excellent	
salary rate	<b>1:Poor</b>	7 30.43	14 60.87	2 8.70	0 0.00	23 100.00
	<b>2:Satisfactory</b>	2 5.26	18 47.37	18 47.37	0 0.00	38 100.00
	<b>3:Good</b>	0 0.00	5 13.16	31 81.58	2 5.26	38 100.00
	<b>4:Excellent</b>	0 0.00	0 0.00	0 0.00	1 100.00	1 100.00
	<b>Total</b>	9 9.00	37 37.00	51 51.00	3 3.00	100 100.00

The above table 5.10.1 presents the level of job satisfaction based on Salary and working Conditions within the organization. 38% of those in the total sample are satisfied with the salary paid to them within the Eskom Empangeni. Within this satisfactory category, 18% are satisfied with working condition and admitted these working conditions as good. At the same time, 37 % of respondents rated working conditions as satisfactory and rated them as good at 51%. In general, major of respondents indicated that working conditions and salary paid to them as satisfactory. Stata informs us that the  $\chi^2$  associated with this table has 9 degrees of freedom and is 76.18. The observed differences are significant based on P-Value 0.000.

Subsequently, the following table 5.10.2 presents Rate and level of job satisfaction based on Salary and job qualifications within Eskom Empangeni.

**Table 5.10.2: Rate and level of job satisfaction within Eskom Empangeni**

Salary rate		Job Qualifications				Total
		1:Poor	2:Satisfactory	3:Good	4:Excellent	
Salary rate	<b>1:Poor</b>	1 4.35	12 52.17	9 39.12	1 4.35	23 100.00
	<b>2:Satisfactory</b>	0 0.00	16 42.11	18 47.37	4 10.53	38 100.00
	<b>3:Good</b>	0 0.00	1 2.63	37 97.37	0 0.00	38 100.00
	<b>4:Excellent</b>	0 0.00	0 0.00	1 100.00	0 0.00	1 100.00
	<b>Total</b>	1 1.00	29 29.00	65 65.00	5 5.00	100 100.00

It is displays from table 5.10.2 that 29% of those in the total sample are satisfied with their job qualifications and admitted these qualifications good at 65%. In this satisfactory job qualification, the analysis showed a rate of poor job qualification at 52.17 of those in the total sample and admitted being satisfied at 42.11%. Stata informs us that the  $\chi^2$  associated with this table has 9 degrees of freedom and is 34.047. The observed differences are significant based on P-Value 0.000.

The following figure 5.6 presents combined levels of job satisfaction with Eskom Empangeni. Including salary, working conditions and job qualifications.

**Figure 5.6: Level of job satisfaction with in Eskom Empangeni**

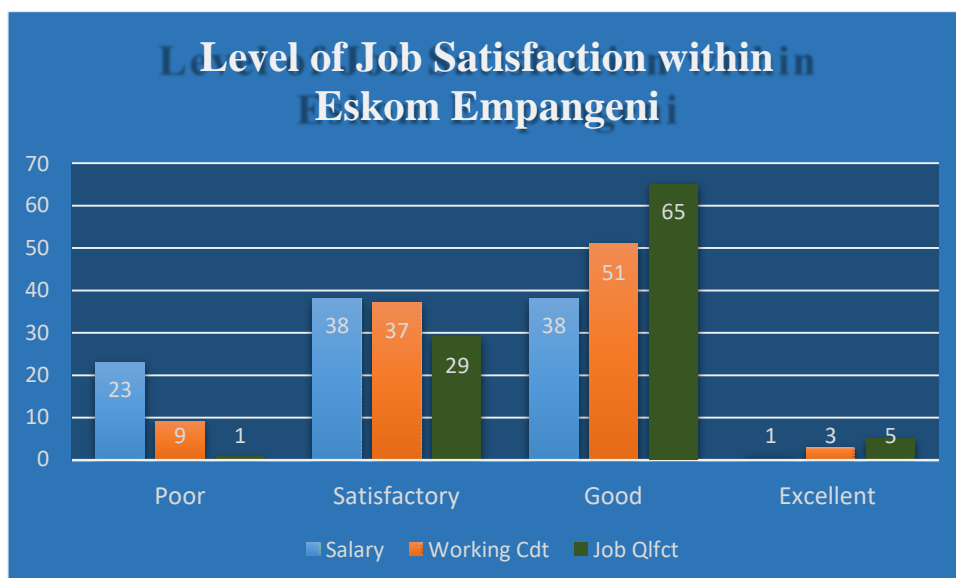


Figure 5.6 presents three main categories: The first one includes Eskom KwaZulu-Natal Operating Unit (KZN OU) – Empangeni Zone workers who rate their job qualifications good at 65%, while being satisfied at 29%. The second category, those who rate their working conditions good at 51%, while being satisfied at 37%. Final category those who rate their salary at 38% and satisfied at the same percentage. This implies as stated in previous section that Eskom Kwa Zulu Natal Operating Unit (KZN OU) – Empangeni Zone workers are satisfied at 38% based on the salary scale.



### 5.3.2.1.5 Adequate staff member per department and side-lined for qualified job

This section presents the views and opinions of respondents on the adequate staff member per department to provide acceptable level of service to customers. It also presents views on whether some of the staff were at an appointed time in the company side-lined for a qualified promotion.

**Table 5.11: Adequate staff member per department and side-lined for qualified job**

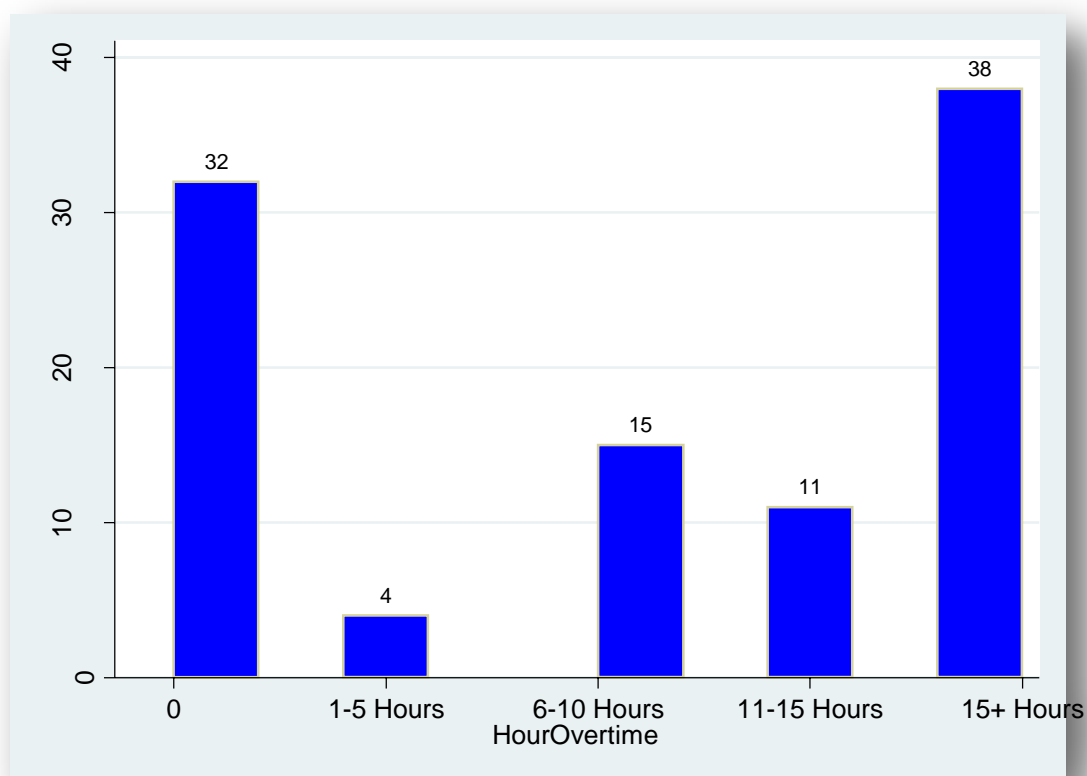
Adequate staff Member Per Dept	Side-lined for qualified Job			Total
	Yes	No	Not sure	
<b>Yes</b>	4 30.77	7 53.85	2 1.28	13 100.00
<b>No</b>	14 17.50	41 51.25	25 31.25	80 100.00
<b>Not sure</b>	1 14.29	4 57.14	2 28.57	7 100.00
<b>Total</b>	19 19.00	52 52.00	29 29.00	100 100.00

Table 5.11 shows both percentage and count of views. On the one hand, 13% of all respondents in the total sample affirmed positively the existence of adequate staff per department to provide an acceptable level of service delivery, while 80% confirmed negatively that the non-existence of adequate staff per department to deliver a service accordingly. 7% of respondents were not sure whether there is adequate staff per department or not to provide acceptable level of service delivery. Overall, there is non-existence of adequate staff per department to provide acceptable level of service delivery. This may be attributed to internal or external recruitment and selection processes to fill available positions in Eskom Empangeni. On the other hand, 19% of all respondents in the sample reported have ever been side-lined for a promotion for which they were adequately qualified for. While 52% of all respondents affirmed negatively not have ever had such moment and 29% were not sure about any promotion positions for which they were adequately qualified for. In general, majority of respondents have ever been side-lined for a promotion for which adequately a qualified worker has to fill.

### 5.3.2.1.6 Hours of overtime work

Time management plays an important role in any company. The growing overtime performed per week among Eskom Kwa-Zulu Natal Operating Unit (KZN OU) – Empangeni Zone workers cannot be ignored. Thus, the question was. How many hours of overtime do workers perform per week approximately?

**Figure 5.7: Overtime work perform per week**



The data in figure 5.7 above show that Eskom Kwa-Zulu Natal Operating Unit (KZN OU) – Empangeni Zone workers perform overtime per week to achieve their duty. The figure presents 5 groups of respondents with regard to the question on overtime dedicated to perform their duty. The first group of 32 respondents reported not performing any work overtime duty per week. Or no task/work was taken to overtime perform in order to achieve objective in their respective department. The second group of 4 respondents reported performing 1-5 hours overtime work per

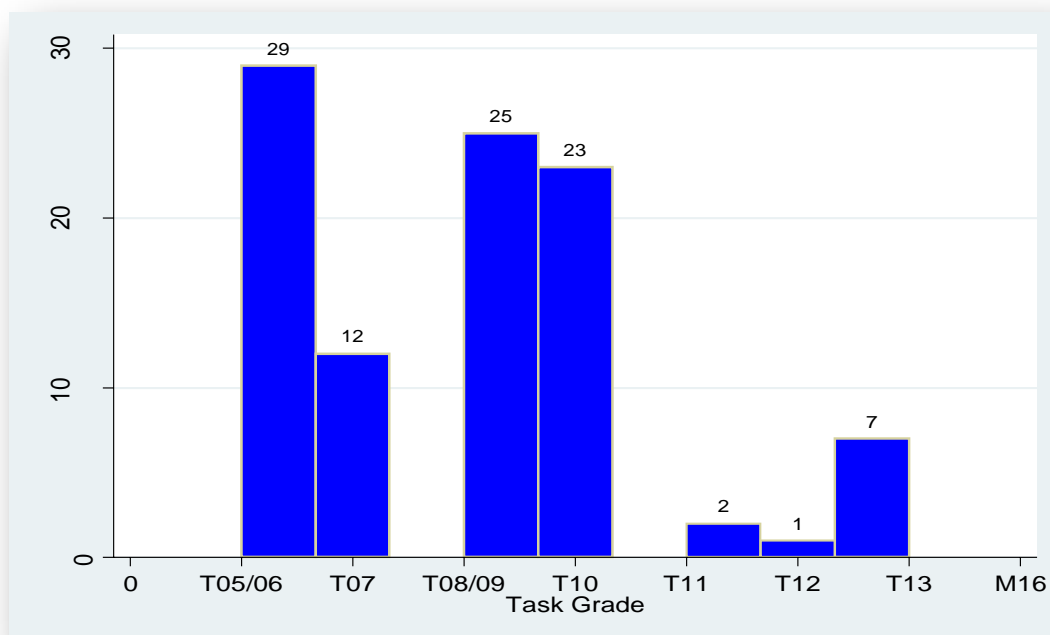
week. The third group of 15 respondents reported spending 6-10 hours overtime to work on unfinished duty per week. The fourth group of respondents indicated spending 11 to 15 hours as overtime to perform a work per week. Finally, the last group of 38 respondents dedicated more than 15 hours per week to perform a work tasked to them. The implication can be deduct from the above statistic is that 38 of Eskom KwaZulu-Natal Operating Unit (KZN OU) – Empangeni Zone workers representing 28% of total sample perform overtime per week. This can be attributed to two reasons.

The first infers to any unfinished task to be performed overtime. The second deduces that short of adequate staff per department results in different departments same staff performs their duty overtime. This confirms the views presented in the previous section that there is non-existence of adequate staff members per department to provide an acceptable level of service delivery.

### 5.3.2.1.7 Task grade

Task grade plays an important role in any company. A company like Eskom has 18 task grades which cannot be ignored. The question was administered to respondents to indicate task grade under which they fall.

**Figure 5.8: Task grade**

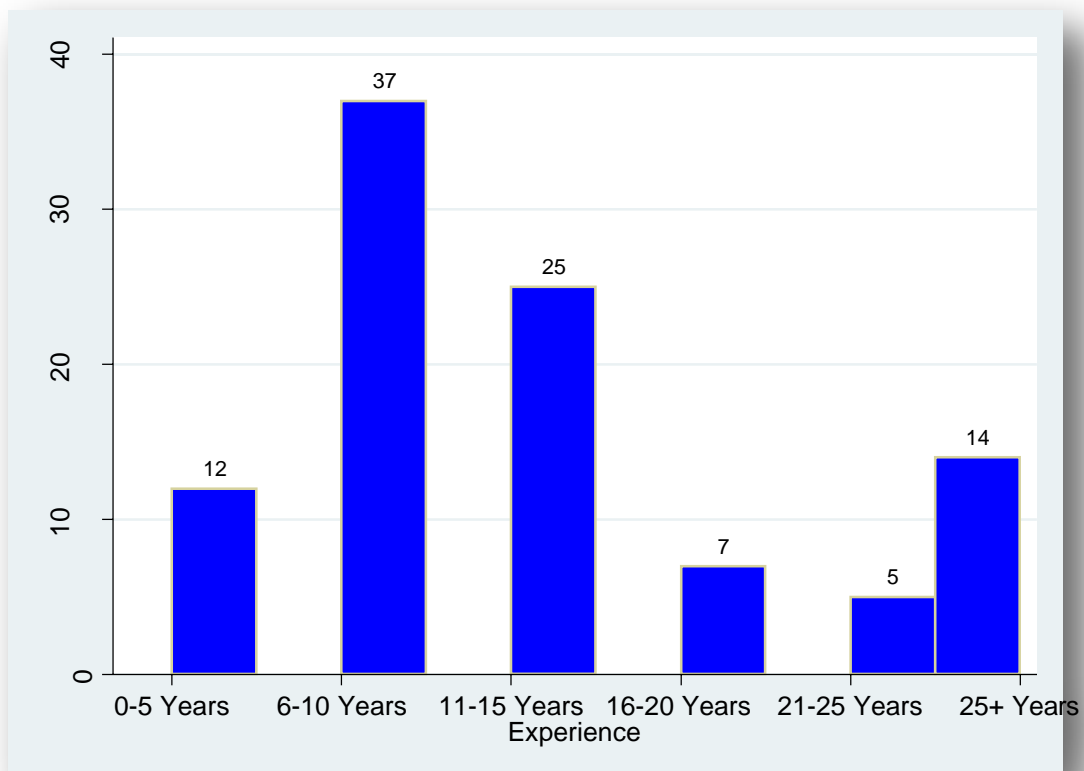


The above figure 5.8 shows three main categories representing the sample of respondent under study. The first one represents in order of frequency respectively 29, 25 and 23. The second category represents 12 and the third represents respectively, 7, 2 and 1. This implies that majority of Eskom KwaZulu-Natal Operating Unit (KZN OU) – Empangeni Zone workers falls under T05/06, T08/09, and T10. As such more work performed by Eskom Empangeni workers falls under this category. This task grade comprises of Assistant Technical Officials, Technical Officials, Senior Technical Officials, Principal Technical Officials and Work Co-ordinators.

### 5.3.2.1.8 Years of service in the company

This section presents years of service in the company. This is categorised in 6 groups representing years of experience in Eskom as pictured in the figure 5.9.

**Figure 5.9: Years of service**



Based on figure 5.9, the majority of respondents 37 have 6 to 10 years of service in the company. This statistic could be indicative of how long of Eskom Kwa-Zulu Natal Operating Unit (KZN OU) – Empangeni Zone workers hold on the company. The following category represents 25 respondents who have 11 to 15 years of service in the company. The remaining category represent 14, 7 and 5 groups of respondents who have 16 to 25 years of service, while the last category has 0 to 5 years of service in the company. This statistic gives an indication that more than half Eskom KwaZulu-Natal Operating Unit (KZN OU) – Empangeni Zone workers have 6 to 15 years of service in the company.

### **5.3.3 Summary of the section**

This section presented, and analysed demographic profile of all respondents in the sample. It has also respondent to some of key research questions. The presentation of data and analysis result in descriptive statistics and inference statistics which present the data in graphs, cross tabulations and other figures. Therefore, the following are key findings:

- The overall reliability score 0.846% exceeds the recommended Cronbach's alpha value of 0.700 overall. Also, KMO score 0.55 exceeds the recommended value of 0.50.
- Principal factors analysis was used along with orthogonal rotation varimax. The aim was to reduce factors loadings for simplified interpretation of key constructs or factors.
- Seven factors were identified and show inter-correlation between different variables in the sample,
- Uniqueness value score were fairly small. This shows an indication of better explanation of variables by factors identified,
- Eskom KwaZulu-Natal Operating Unit (KZN OU) – Empangeni Zone is male 74 oriented workers as oppose to 26 female,
- Eskom Empangeni employs more black population group in their recruitment and selection process,
- Secondary and diploma qualifications count for more respondents of Eskom Empangeni zone workers to influence the service delivery in the area,

- Major of respondents indicated that working conditions and salary paid to them as satisfactory:
  - ✓ Eskom – Empangeni Zone workers rate their job qualifications good at 65% and are satisfied at 29 %.
  - ✓ They rate their working conditions good at 51%, and are satisfied at 37%.
  - ✓ They rate their salary at 38% and satisfied at the same percentage.
- There is an indication of non-existence of adequate staff per department to provide acceptable level of service delivery. This may be attributed to internal or external recruitment and selection process to fill available positions in the Eskom Empangeni.
- Eskom – Empangeni Zone workers representing 28% of total sample perform overtime per week. This may be attributed to unfinished task to be performed overtime and to shortage of adequate staff per department perform their duty.

#### **5.4 DATA ANALYSIS**

This study attempts to identify the factors challenging or affecting the recruitment and selection process within Eskom Empangeni zone KZN South Africa. To conduct this study, primary and secondary sources of information were used. Primary data was collected from the Eskom KwaZulu-Natal Operating Unit (KZN OU) – Empangeni Zone workers. A survey was conducted among these workers about the factors challenging or affecting recruitment and selection process and its impact on service delivery with the help of a structured questionnaire.

This section therefore, presents and analyses the data to obtain scoring views and opinions of all respondents. The levels of disagreement as negative statements were analysed to show a single category of “Disagree”. Also, the levels of agreement as positive statements were considered to show a single category of “Agree”. The results are in summary format of percentages where application for all items. Finally, the factors analysis were presented in table format and discussed afterward. The discussion covers a set of major constructs that summarize the domain of recruitment and selection process challenges within Eskom Empangeni zone and its

impact on service delivery. In this regard, a set of variables that comprehensively represents the full recruitment and selection process challenges in Eskom Empangeni were analysed.

In order to identify this set of variables in relation to recruitment and selection challenges impacting service delivery, STATA 13 statistics package was used. Precisely, it was based on factor analysis with a varimax rotation on 30 items of 100 observations. The results from the factor analysis can be seen in appendix 3. The results of the factor analysis were quite similar to the predetermined constructs including recruitment and selection, job satisfaction and service delivery. The reliability test was run via using Cronbach's alpha. In general, an alpha of at least 0.70 indicates an acceptable level of reliability. This study presented an acceptable level of 0.84 see table 5.2.

The result of factor analysis is the rotated factor loadings matrix that is used to interpret the factors. The determination of recruitment and selection process challenges and impact on service delivery were based on a questionnaire type-survey which can be seen in table 5.12.

**Table 5.12: Rotated factor loadings**

No	ITEMS	FACTOR LOADINGS						
		1	2	3	4	5	6	7
	<b>RECRUITMENT and SELECTION</b>							
1	I understand the meaning of the term affirmative action			0.6522				
2	Affirmative action plays a crucial role in the selection process	0.5358		0.4654				
3	I understand the Recruitment and selection process					0.6476		
4	All vacancies should be advertised internally							
5	All vacancies should be advertised both internally and externally							
6	Management should play a greater role in the Recruitment and Selection Process							
7	Vacancies are being filled timeously						0.5849	
8	The HRSS Department is very helpful when assisting with recruitment and selection enquires	0.6484						
9	Confidentiality in Recruitment and Selection is ensured by the HRSS Department	0.8745						
10	Recruitment and Selection policies are conducive to	0.5908						

	effective and efficient Service Delivery							
	<b>JOB SATISFACTION</b>							
11	I experience personal growth such as updating skills and learning different jobs		0.5416					
12	My work gives me a feeling of personal accomplishment		0.6018					
13	I have the tools and resources to do my job well	0.4605						
14	On my job I have clearly defined quality goals							0.5029
15	The organisation does an excellent job of keeping employees informed about matters affecting us					0.5352		
16	My supervisor encourages me to be my best				0.4347			
17	I am rewarded for the quality of my efforts				0.4855		0.4249	
18	I am valued by my supervisor				0.7595			
19	I am satisfied with the opportunity to get a better job in this company		0.6383					
20	Considering everything, I am satisfied with my job		0.6746					
	<b>SERVICE DELIVERY</b>							
21	I understand the meaning of the term Service Delivery					0.5601		
22	I believe Service Delivery is important							
23	The Recruitment and selection process affects Service Delivery			0.7555				
24	There should be greater emphasis on Service Delivery in our Organisation						0.4608	
25	Management choices affect Service Delivery			0.5954				
26	I understand the objectives of the organisation							
27	Vacancies should be filled at a faster rate to improve service delivery							
28	Service Delivery is not impacted by the Recruitment and Selection process						0.4576	
29	The organisation works together to improve Service Delivery							
30	My manager motivated me to achieve better performance which in turn helps me to improve Service Delivery				0.6679			
	<b>Cronbach's alpha</b>	<b>0.7700</b>	<b>0.6804</b>	<b>0.7270</b>	<b>0.6551</b>	<b>0.6044</b>	<b>0.6234</b>	

Method: Principal Factors Analysis. Rotation Method: Varimax  
Factor alpha excluded as few variables specified

The interpretation of the above table involves the author to examine which variables are attributable to a factor, and giving that factor a construct name or theme. Thus, through the analysis, extraction of factors divided all components into new seven strongest factor groups. These groups are normally indicating names that capture the essence of what that factor expresses; in this case it is a factor of 1, 2, 3,4 ,5 .6



and 7. The following tables display these construct name or themes that taken together explain the majority of the responses.

#### 5.4.1 Comprehensive analysis of Constructs

Factors can be identified by the largest loadings, as well as by the lowest loading in order to confirm the identification of the factors. The following tables 5.13 to 5.20 show the constructs.

##### 5.4.1.1 HRSS Department policies

**Table 5.13: HRSS Department policies**

No	Construct	ITEMS	FACTOR LOADINGS
			1
Q2	HRSS Department policies	Affirmative action plays a crucial role in the selection process	0.5358
Q8		The HRSS Department is very helpful when assisting with recruitment and selection enquires	0.6484
Q9		Confidentiality in Recruitment and Selection is ensured by the HRSS Department	0.8745
Q10		Recruitment and Selection policies are conducive to effective and efficient Service Delivery	0.5908
Q13		I have the tools and resources to do my job well	0.4605
		Cronbach's alpha	0.7700

The first factor loading seems to describe the Eskom Kwa-Zulu Natal Operating Unit (KZN OU) – Empangeni Zone workers average position on recruitment and selection process challenges and its impact on service delivery. This because it affects the responses to all the questions “positively”, as shown by the signs in the first column of the Factor-loading table 5.13 refers. When we look back at the results, we find positive statement and confirm that that the direction of the responses on Q2, Q8, Q9, Q10 and Q13 respectively 80%, 66%, 74%, 63% and 81% are upright in the correct direction. This implies that HRSS Department policies influence recruitment and selection process and its impact positively on service delivery. This is ensuring that affirmative action plays its role, Confidentiality in recruitment and selection, assisting with recruitment and selection, and resources are provided for job to be done by workers. In general, HRSS Department policies in Eskom play major influence on recruitment and selection. However, the degree of disagreement or negative statement was negligible as less than 27% (in Q8, Q10 and Q13)

throughout the factor loadings 1 item. Therefore, HRSS Department of any organisation focusses on recruitment policies and these policies attribute positive contribution to recruitment and selection process.

This result supports the views presented in previous studies conducted by Islam, Habib and Pathan, (2010) who confirm that recruitment policies of an organization specify the specific objectives of recruitment and selection (Islam, Habib and Pathan, 2010:4). They point that recruitment policies provide a framework for implementation of recruitment program in the organization by filling up vacancies with best qualified people. Furthermore, they views on effective human resource planning were that it helps in determining the gaps present in the existing manpower resource of the organization (Islam, Habib and Pathan, 2010:4). Also, a study conducted by Bud and Earley (2007) point out that recruitment policies incorporate guidelines for right candidates for available job post as well as addressing clause on equal employment, gender equity and work relationship. In this regard the recruitment policies advocated for specification of recruitment sources, equity in employment, gender parity issues and employee relationships. Moreover, a study conducted by Abashidze and Selimashvili, (2016) identify certain challenges affecting recruitment and selection process. These include weaknesses of the legislation, qualification requirements, and closed spheres.

#### 5.4.1.2: Job satisfaction perception

**Table 5.14: Job satisfaction perception**

No	Construct	ITEMS	FACTOR LOADINGS
			2
Q11	Job satisfaction perception	I experience personal growth such as updating skills and learning different jobs	0.5416
Q12		My work gives me a feeling of personal accomplishment	0.6018
Q19		I am satisfied with the opportunity to get a better job in this company	0.6383
Q20		Considering everything, I am satisfied with my job	0.6746
		Cronbach's alpha	0.6804

The second factor loads positively (absolutely) on all four items and could be interpreted as describing the Eskom Kwa Zulu Natal Operating Unit (KZN OU) –

Empangeni Zone workers average position's tendency to agree or satisfied with their Job (Job satisfaction). This implies that workers are satisfied working for the company. However, when we look back at the initial analysis results, one can see that the direction of the responses on "I am satisfied with the opportunity to get a better job in this company "is reversed. Its factor loading scored -0.4866. This infers that if the workers feel that working conditions should not be a major influence on recruitment and selection process and its impact on service delivery, he or she is likely to disagree with this statement and to agree with the other three (Q11, Q12 and Q20) respectively, positively statement scoring (79%, 82% and 77%). In general, there is more likelihood of satisfaction for those who work for Eskom Empangeni Kwa-Zulu Natal Operating Unit. This means that Eskom workers are engaged and committed to assume their responsibilities and perform their duties diligently. They are also committed to stay with one organisation as advocated by Wolf (2012:7) who state that "Employee engagement can thus be described as more than just engagement in ones work, but to include commitment and a desire to stay with one's organisation".

The above findings corroborate with Lambert, and Hogan, (2009) who note that job satisfaction, and organizational commitment directly influence turnover. Similarly, the study conducted by Rane, (2011:10) who indicate that "Employee job satisfaction is essential to face the dynamic and ever-increasing challenges of maintaining productivity of the organization by keeping their workforce constantly engaged and motivated".

#### 5.4.1.3 Human resource management policy

**Table 5.15: Human resource management (recruitment) policy**

No	Construct	ITEMS	FACTOR LOADINGS
			3
Q1	Human resource management (recruitment) policy	I understand the meaning of the term affirmative action	0.6522
Q2		Affirmative action plays a crucial role in the selection process	0.4654
Q23		The Recruitment and selection process affects Service Delivery	0.7555
Q25		Management choices affect Service Delivery	0.5954
		Cronbach's alpha	0.7270

The first factor constructed as “Human resource management (recruitment) policy” seems to describe the Eskom Kwa-Zulu Natal Operating Unit (KZN OU) – Empangeni Zone workers average position’s positive. This is due to the fact that all responses from respondents to all the questions “positively” stated, as shown by the signs in the third column of the factor-loading table. The positive statement as the signs obviously, on four of the loadings factors are positive. The results as presented in initial factor loading analysis show the direction of the responses on Q1, Q2, Q23, and Q24 as upright. This implies that Empangeni Zone workers agree with the “Human resource management (recruitment) policy”. The highest level of agreement (is noted in Q1 and Q23 respectively 90%), followed by Q25 and Q2 respectively 89% and 80%. In general, the human resource management (recruitment) policy influences positively on recruitment and selection process and service delivery.

The literature review refers human resource management to “those activities within the administration of an organisation that has to do with planning, recruitment, selection, orientation, training, appraisal, remuneration and motivation (Nche, 2012:10). Basically, it deals with workers development throughout jobs process. More precisely, according to Bach, (2005) and BPP (2001) human resource management main activities include recruitment and selection. It is therefore in this regard that the construct here aligns with the definition of the concept.

However, previous study views ‘recruitment of people becomes ineffective and impossible to the human resource staff and they are hardly able to recruit the right person for the right job’ (Islam, Habib and Pathan, 2010:2). Similar views were presented by Henkens, Remery, and Schippers, (2005) who state that any individual companies’ expectation to play big role is high in recruitment and they perceived difficulties to find suitable staff to fill vacancies. Their argument was that “the greater the perceived difficulties, the greater the likelihood that organisations will take a series of co-ordinated measures to recruit more employees, the less they can afford to sit back and wait or follow lengthy, formal procedures, and the more likely they will be to apply active and informal recruitment methods” (Henkens, K., Remery, and Schippers 2005:424).

#### 5.4.1.4: Performance and rewarded Perception

**Table 5.16: Performance and rewarded Perception**

No	Construct	ITEMS	FACTOR LOADINGS
			4
Q16	Performance and rewarded Perception	My supervisor encourages me to be my best	0.4347
Q17		I am rewarded for the quality of my efforts	0.4855
Q18		I am valued by my supervisor	0.7595
Q30		My manager motivated me to achieve better performance which in turn helps me to improve Service Delivery	0.6679
		Cronbach's alpha	0.6551

The above retained factor is “Performance and rewarded perception”. This fourth factor seems to describe the Eskom KwaZulu-Natal Operating Unit (KZN OU) – Empangeni Zone workers’ average position. The position presented here is a positive statement as it affects the responses to all the questions “positively”, as shown by the signs in the fourth factor-loading. When analysing the items respective statements, the results indicated that the highest positive statement 74% is attributed to “Q16” “My supervisor encourages me to be my best”, followed by positive statement 63% attributed to Q17” I am rewarded for the quality of my efforts “The lowest score positive statement 60% in this factor loading goes to Q30” My manager motivated me to achieve better performance which in turn helps me to improve Service Delivery”. However, when you look at the statement of Q17, one can observe that the responses from all Eskom Kwa-Zulu Natal Operating Unit (KZN OU) – Empangeni Zone workers show disagreement. The scoring disagreement counts for 61%. Thus to say that the Eskom workers were not rewarded for the quality efforts performed. Also, it gives an indication of how they feel about rewarding and performance in general regardless likelihood agreement on the remaining statement. As evidenced by the review of literature, show that high performance ratings are combined with low merit increases (Moodley, 2012, and Singh, 2004). According to these authors, merit increase may or not coincide with the performance. In relation to Eskom workers, they are not rewarded per quality efforts.

### 5.4.1.5: Organisation Communication policy perception

**Table 5.17: Organisation Communication policy perception**

No	Construct	ITEMS	FACTOR LOADINGS
			5
Q3	Organisation Communication policy perception	I understand the Recruitment and selection process	0.6476
Q15		The organisation does an excellent job of keeping employees informed about matters affecting us	0.5352
Q21		I understand the meaning of the term Service Delivery	0.5601
		Cronbach's alpha	0.6044

The fifth factor describes the Kwa-Zulu Natal Operating Unit (KZN OU) – Empangeni Zone workers' average position on recruitment and selection process challenges and impact on service delivery. The average position presented shows a positive general statement from all Eskom Empangeni workers in the sample. They agree that Organisation Communication policy influences recruitment and selection and impact on service delivery. This based on the fact that the first Item or statement in this fifth factor loading category agree at 77% with the statement which stipulates that "I understand the Recruitment and selection process". This implies that Eskom workers understood recruitment and selection process and its related impact of service delivery. In another work, they understood through top management communication channel what they have to do in order to respond to customers' needs in the area. The second, positive statement 67% represents the views that "The organisation does an excellent job of keeping employees informed about matters affecting us" Thus, Eskom worker agree and support the communication channel via which the management attend to them.

The last and highest positive statement goes to Q21 "I understand the meaning of the term Service Delivery "which scored 95%. This is that Eskom workers understood service delivery concept within the organisation as it is alluded to "One of Eskom's values is Customer Satisfaction - Caring the Eskom Way."

From the above findings, a study conducted by Frahm and Brown, (2007) who view communication perception assisting in achieving set goals and performs accordingly. Suggest, that managers need to work on maintaining open lines of communication, and regularly update workers about policy structure innovation is progressing. This can have the Impact significantly improving service delivery.

#### 5.4.1.6: Recruitment and Selection policy perception

**Table 5.18: Recruitment and Selection policy perception**

No	Construct	ITEMS	FACTOR LOADINGS
			<b>6</b>
Q7	Recruitment and Selection policy perception	Vacancies are being filled timeously	0.5849
Q17		I am rewarded for the quality of my efforts	0.4249
Q24		There should be greater emphasis on Service Delivery in our Organisation	0.4608
Q28		Service Delivery is not impacted by the Recruitment and Selection process	0.4576
		Cronbach's alpha	0.6234

The sixth factor seems to describe the Eskom Kwa-Zulu Natal Operating Unit (KZN OU) – Empangeni Zone workers' average position on recruitment and selection process challenges and its impact on service delivery. This is because, it affects the responses to all the questions “positively”, and as shown by the signs in the factor loading table 5.4 and table 5.5. The analysis shows an indication of greatest level of agreement of 94% noted in statement Q24 which alluded to “There should be greater emphasis on Service Delivery in our Organisation”. This infers that positive outcome of workers toward customers satisfaction service has to be emphasised in order to update them on what is expected from them. The remaining negative statements indicate a great level of disagreement from Q28, Q7, and Q17 (68%, 67% and 61% respectively). Statement Q28” Service Delivery is not impacted by the Recruitment and Selection process”. The Eskom workers disagree and are of the views that recruitment and selection impact service delivery 68%. Statement Q7 “Vacancies are being filled timeously”, the workers also, disagree that vacancies are being filled timeously. In contrast, they indicated that vacancies are not filled timeously. This is an indication filling vacancies gap internally poses challenges and impact on service delivery. Consequently, service delivery is affected based on the fact there is not enough staff to cover vacancies as human resources department takes time to respond. As such, results in a long list of workers covering over time work per week. As indicated in previous section 5.3.2.1.6, 38 respondents out 100 surveyed dedicated more than 15 hours per week to perform a work tasked to them. This implies that Eskom KwaZulu-Natal Operating Unit (KZN OU) – Empangeni Zone workers representing 28% of total sample perform overtime per week.

With regards to the third statement Q17” I am rewarded for the quality of my efforts “. The Eskom workers disagree, they are rewarded for their efforts performed. Controversially, Eskom does not reward them as per effort performed. Thus, the recruitment and selection policy has a negative influence on recruitment and selection processes and service delivery.

#### 5.4.1.7: Job satisfaction

**Table 5.19: Job satisfaction**

No	Construct	ITEMS	FACTOR LOADINGS
			7
Q14	Job satisfaction	On my job I have clearly defined quality goals	0.5029

The seventh factor aligns to the second and seems to describe the Eskom Kwa-Zulu Natal Operating Unit (KZN OU) – Empangeni Zone workers’ average position on recruitment and selection process challenges and its impact on service delivery. This, on average indicated that Eskom workers are satisfied with their job. They have clearly defined quality as the level of agreement indicated 84%. However, only 10 % of level of disagreement was presented by all respondents in the total sample about the clear quality goals defined. However, one has to note that Factor seven was excluded and justified based on the fact that “one would be justified in ceasing the extraction of factors at three, because the extraction of the third factor provides a notably greater increase in accuracy than does the extraction of the fourth factor (Lee and Ashton, 2007:431). That goes the same as for seventh factor which does not increase accuracy but aligns and related other items in the job satisfaction construct in factor loading 2.

#### 5.4.2 Correlations

This section is about correlation between variables or items. All variables were correlated to provide a correlation matrix and show how these items correlate with one another. Bivariate correlation was also performed on the ordinal data. The results are found in appendix 5. The results indicate the following patterns:

Positive values indicate a directly proportional relationship between the variables and a negative value indicates an inverse relationship.



The correlation value between “Q2: Affirmative action plays a crucial role in the selection process “and Q1” I understand the meaning of the term affirmative action “levelled at 0.7579. This is an indication that Eskom workers understood better affirmative action. This is a directly related proportionality of understanding of internal matters.

A correlation value of 0.3053 between statements ‘Q7: Vacancies are being filled timeously “and Q1: I understand the meaning of the term affirmative action “. It implies a direct proportion between the statements meaning and workers.

A correlation of 0.6762 between statements ‘The organisation does an excellent job of keeping employees informed about matters affecting us and “I understand the Recruitment and selection process”. This implies that workers understand recruitment process as the organisation keep them posted. It is a direct relationship between employers and employees.

Q21: I understand the meaning of the term Service Delivery and Q5: All vacancies should be advertised both internally and externally”. This is a negative relationship which implies that views were different between respondents who advocated for vacancies to be filled internally and externally and with those who understood service delivery.

However, there is negative correlation between the statement Q29: The organisation works together to improve Service Delivery and Q14: On my job I have clearly defined quality goals. This is a negative value, which implies an inverse relationship. This infers that the Eskom does not coordinate well the process of improving service delivery with its workers. As evidence, workers have defined quality goals that do align with efforts undertaken by the organisation. In general, the correlation matrix shows many directly and indirect proportional relationships between statements from constructs recruitment and selection, job satisfaction and service delivery.

### 5.4.3 Summary of the section

This section interpreted the data in its analysed form. The analysis resulted in seven factors explaining clearly the variables under investigation. The reliability of these seven constructs was calculated using Cronbach's alpha. These results pointed to seven factors (Recruitment policy Perception, Job satisfaction Perception, Human resource management (recruitment) policy, Performance and Rewarded Perception, Organisation Communication policy perception, and Recruitment and Selection policy perception). See table 5.20 for the seven factors loadings

**Table 5.20: Seven factors loadings**

No	Construct: factors affecting recruitment and Selection process and service delivery	No of Items
1	HRSS Department policies	5
<b>2</b>	<b>Job satisfaction perception</b>	<b>4</b>
3	Human resource management (recruitment) policy	4
4	Performance and rewarded Perception	4
5	Organisation Communication policy perception	3
6	Recruitment and Selection policy perception	4
<b>7</b>	<b>Job satisfaction perception</b>	<b>1</b>

The above factors loading were assessed based on a robust and reliable measure of recruitment and selection process challenges which should be successful in influencing level service delivery in Eskom Empangeni zone. This helps to investigate the impact of recruitment and selection challenges on service delivery.

The above factor loadings represent the strength of the correlation between the items and the factor. The seven factors loading including single individual variable on seventh factor with the varimax-rotated common factors reported reveals a very similar pattern of results. The similarity patterns align to predetermine recruitment and selection, job satisfaction and service delivery themes, apart from "Performance rewarded Perception and organisation communication policy perception".

### 5.5 CONCLUSION

This chapter presented, discussed and analysed the results from empirical estimation of data collected within Eskom Kwa-Zulu Natal Operating Unit (KZN OU) Empangeni Zone. The analysis was based mainly on primary data collected completed in discussion with secondary as literature. Various applicable quantitative

analysis measures were also presented to ascertain descriptive and inferential statistics that satisfy the main objective of this investigation in Empangeni zone. Figures and tables were utilised to provide a better analysis of data. Furthermore, results provided a comprehensive constructs in relation to recruitment and selection process challenges and its impact on service delivery.

In brief, findings of this chapter can be condensed as follows:

- From a literature review and conceptual standpoints, the three of the seven factors represent the major constructs that are shared among several theories of the recruitment and selection process challenges. The key challenges noted through recruitment and selection process and impact on service delivery related to lowering scores from these identified factors as constructs.
- Factors affecting recruitment and selection process and service delivery include HRSS Department policies; Job satisfaction perception; Human resource management (recruitment) policy; Performance and rewarded Perception; Organisation Communication policy perception, and Recruitment and Selection policy perception. This result confirms the findings of Islam, habit and Pathan, (2010:2) who noted “the internal factors affecting recruitment and selection process being” mainly related to recruitment policy, human resource planning, size of the firm, cost of recruitment, and growth and expansion”.

## **CHAPTER SIX**

### **FINDINGS CONCLUSIONS AND RECOMMENDATIONS**

#### **6.1 INTRODUCTION**

In the previous chapter, the appropriate methods were adopted to generate an effective analysis. This chapter then presents the findings, conclusions and provides recommendations. It also align findings to objectives set in chapter one of this study. Chapter one presented the introduction and background, which elaborated on research problem, objectives and questions. Chapter two and three discussed the conceptual and theoretical framework on the recruitment and selection process and related challenges. Also, it provided the literature review related to the constructs of the study. This is followed by chapter four which examined the methodologies undertaken to achieve the aim and the objectives of the study. It provides the data sources; the data collection process including sampling procedure, techniques to collect data and data analysis. Chapter five provided the analysis and discusses the results of the study and chapter six presents the findings, conclusion and recommendations.

#### **6.2 OBJECTIVES OF THE RESEARCH REVISITED**

The overall aim of this research was to investigate the challenges of recruitment and selection within Eskom and its impact on Service Delivery.

The objectives are as follows:

- To determine the impact of Eskoms decision to reduce its recruitment of external candidates on Empangeni Zones performance.
- To determine the impact of recruitment on Service Delivery.
- To determine the effectiveness of the implementation of the Shared Services Model.
- To identify the level of job satisfaction within the organization.

- To establish if the current robust way of recruiting is working for the Empangeni Zone.

The aforementioned objectives were addressed by exploring and answering research questions which follow:

- What is the impact of Eskoms decision to reduce its recruitment of external candidates on Empangeni Zones performance?
- What is the impact of recruitment on service delivery?
- How effective is the shared services model?
- What is the level of job satisfaction within the Empangeni Zone?
- Is the current method of recruitment effective within the Empangeni Zone?
- What recommendations can be made to Eskom to improve the situation in terms of the Recruitment process?

The above objectives and questions were attended as summarised in the following mentioned sections with related narratives. The **overarching objective** was to investigate on challenges of recruitment and selection within Eskom and its impact on Service Delivery (See section 5.4.1). The main findings results in seven factors influencing, challenging or affecting recruitment and selection process and impact service delivery in Eskom Empangeni Zone. These include Recruitment policy Perception, Job satisfaction Perception, Human resource management (recruitment) policy, Performance and rewarded Perception, Organisation Communication policy perception, and Recruitment and Selection policy perception.

In relation to **objective one** and **question one** respectively “To determine the impact of Eskoms decision to reduce its recruitment of external candidates on Empangeni Zones performance” and “How is the impact of Eskoms decision to reduce its recruitment of external candidates on Empangeni Zones performance?” the author found in general that majority of respondents have ever been side-lined for a promotion for which adequately a qualified worker has to fill. This shows non-effectiveness of Recruitment and Selection process in the company, which result in negative impact on workers performance and become non-effective (See section

5.3.2.1.5 and 5.3.2.1.6). There is an indication of non-existence of adequate staff per department to provide acceptable level of service delivery, which is attributed to slow internal recruitment and selection process to fill available positions in the Eskom Empangeni. This was validated by 28% of total staff who perform overtime work per week. The implication of this is view reveals that unfinished task to be performed overtime due to shortage of adequate staff per department perform their duty. Furthermore, the author found however that lack of motivation from management to workers in order for them to achieve better performance which in turn helps to improve Service Delivery. Also, Eskom workers were not rewarded for the quality efforts performed (see section 5.4.1.4).

In relation to **objective two** and **question two** respectively “To determine the impact of recruitment on Service Delivery” and “What is the impact of recruitment on service delivery?” (See section 5.3.2.1.5; 5.3.2.1.6 and 5.4.1.5). The author found non-existence of adequate staff per department to provide acceptable level of service. This may be attributed to internal recruitment and selection processes to fill available positions in the Eskom Empangeni. This was substantiated by 80% of all respondents in the sample. Also, the objective was attended as the author found that Empangeni workers representing 28% of total sample perform overtime work per week. This was attributed to two reasons. The first infers to any unfinished task to be performed overtime. The second deduces that short of adequate staff per department results in different departments same staff performs their duty overtime. This confirms the views that there is non-existence of adequate staff members per department to provide an acceptable level of service delivery. As a consequence, the recruitment and selection processes impact negatively on workers performance and become non-effective. This has an impact on service delivery due to the lack of staff to respond adequately to their tasks result in non- Available and timely, Dependable and reliable, Usable, Useful, Credible, Authentic, Responsive and flexible, Sustainable and Expandable service to customers.

Furthermore, the author found that in principal Eskom workers understood recruitment and selection process and its related impact of service delivery as per organisation Communication policy. Eskom workers understood service delivery

concept within the organisation as it is alluded to “One of Eskom’s values is Customer Satisfaction - Caring the Eskom Way.

In relation to **objective three** and **question three** respectively “To determine the effectiveness of the implementation of the Shared Services Model” and “How effective is the shared services model” (see section 5.3.2.1.5 and 5.3.3). The author found as stated in previous paragraph that majority of respondents have ever been side-lined for a promotion for which adequately a qualified worker has to fill. As indication, it shows non-effectiveness of Recruitment and Selection process of workers within the organisation. These views were substantiated by the Eskom workers disagreement on the fact that recruitment and selection impact service delivery as well as vacancies are being filled timeously. Eskom’s Recruitment and Selection processes impact negatively on service delivery. This, due to lack of adequate staff per department to provide acceptable level of service delivery. As evidenced, 80% confirmed negatively that the non-existence of adequate staff per department to deliver a service accordingly. As results show, the implementation of the Shared Services Model is ineffective. These results draw more attention to be given to human resources management handling recruitment and selection process internally and externally. Particularly, on effective implementation of share service model objective, was covered as it requires changes of responsibilities focuses on the knowledge and skills training in Eskom. This has resulted in cutting cost of external recruitment and non-improvement of quality service. As evidence, increase in overtime work and shortage of adequate staff per department.

In relation to **objective four** and **question four** respectively “to identify the level of job satisfaction within the organization” and “What is the level of job satisfaction within Empangeni Zone?” (See section 5.3.2.1.4 and 5.4.1.2). The author found three main categories related to the level of job satisfaction within the organisation: The first one includes Eskom KwaZulu-Natal Operating Unit (KZN OU) – Empangeni Zone workers who rate their job qualifications good at 65%, while being satisfied at 29 %. The second category, those who rate their working conditions good at 51%, while being satisfied at 37%.Final category those who rate their salary at 38% and satisfied at the same percentage. This implies in general that Eskom Kwa Zulu Natal Operating Unit (KZN OU) – Empangeni Zone workers are satisfied working for the company.

In relation to **objective five** and **question five** respectively “To establish if the current robust way of recruiting is working for the Empangeni Zone” and “Is the current method of recruitment effective within the Empangeni Zone? (See 5.4.1.1 and 5.4.1.6), the author found that in general HRSS Department policies in Eskom has a major influence on recruitment and selection, which impacts positively on service delivery. They also ensure that affirmative action plays its role confidentiality in recruitment and selection, assist with recruitment and selection, and resources are provided for job to be done by workers. However, in practice, the result pointed out that the recruitment does not work as there is existence of unfinished workload due to shortage of staff, which should have been filled internally on time. Timely occurrence of internal recruitment and selection process is slow while customers wait for available and timely service. Consequently, service delivery is affected based on the fact there is not enough staff to cover vacancies as human resources department takes time to respond. Thus, recruitment and selection policy negatively influence recruitment and selection process and service delivery. Eskom does not coordinate the process of improving service delivery well with its workers. From the responses, all the respondents believed that the current robust way of recruiting is not working for the Empangeni Zone. Its implementation poses problem as evidence from shortage of adequate staffs to provide an acceptable level of service delivery and gaps in covering vacancies.

In relation to **question six** “What recommendations can be made to Eskom to improve the situation in terms of the Recruitment process?” (See section 6.4). The author suggests that Eskom management to consider and engage in recruitment of external candidates in their selection process as it will strengthen the current way with fresh ideas and energy. Also, the author suggests more attention to be given to human resources management to handle recruitment and selection process internally and externally.



### 6.3 SUMMARY OF THE FINDINGS

Based on a review of literature on recruitment and selection process and related challenges, it was observed that the absence of effective human resource management with focus on recruitment processes result in lack of benefit for the organisation in different ways. This includes lack of returns to the organisation, in terms of job satisfaction from employees and employers, which result in non-great performance to deliver appropriate service. Challenges therefore include discrepancies and irregularities. The review also points out that recruitment and selection process can be affected by Human resource management international functionality. The review highlights internal and external elements affecting recruitment and selection in an organisation including: Recruitment policy, Human resource planning, Size of the Firm, Cost of recruitment, and Growth and Expansion. Also, Supply and demand, Labour market, Goodwill, Political Environment (Islam, Habib, And Pathan, 2010:3).

Therefore, data were collected from Eskom KwaZulu-Natal Operating Unit (KZN OU) Empangeni Zone. A structured questionnaire in a 5-point scale was developed for the variables that do challenge recruitment and selection process and impact on service livery of Eskom Emapangeni KZN South Africa. As stated in previous sections, a five-point scale indicating strongly agree to strongly disagree was used in order to investigate the aforementioned problem. .In this study, the independent variable represented all responses from respondents who took part to the survey. Those are the Eskom KwaZulu-Natal Operating Unit (KZN OU) – Empangeni Zone workers. The dependent variable represents recruitment and selection process and service delivery that have to be explained whether being challenged or affected.

The analysis results in following findings:

- The findings reveal that HRSS Department policies influence recruitment and selection process and its impact positively on service delivery. As evidenced, moderately Q2, Q8, Q9, Q10 and Q13 respectively 80%, 66%, 74%, 63% and 81% are upright in the correct direction to explain the construct. This also is substantiated by factors score largest loadings to confirm the identification of the construct,

- There is more likelihood of satisfaction for those who work for Eskom Empangeni South Africa. This means that Eskom workers are engaged and committed to assume their responsibilities and perform,
- Eskom workers are satisfied working for the company,
- In general, the Human resource management (recruitment) policy influences positively on recruitment and selection process and service delivery,
- Eskom workers are not rewarded for the quality efforts performed,
- Eskom workers understood recruitment and selection process and its related impact of service delivery. In another work, they understood through top management communication channel what they have to do in order to respond to customers' needs in the area,
- Eskom workers understood service delivery concept within the organisation as it is alluded to "One of Eskom's values is Customer Satisfaction - Caring the Eskom Way,
- The internal recruitment process poses problem. The evidence shows that filling vacancies gap internally poses challenges and impact on service delivery. Service delivery is affected as long list of workers work overtime due to the lack of enough staff to satisfied customers. The Eskom workers are not rewarded for their effort performed. Controversially, HRSS department influences negatively recruitment and selection process and service delivery,
- A significant relationship between recruitment and selection , job satisfaction and service delivery

## **6.4 RECOMMENDATIONS**

Based on the results in this study, the following recommendations are made:

- There is often over simplification overtime work in Eskom. Therefore, this study recommends supplying of qualified labour which in turn leads to improvement of service delivery.
- Also, recommends speeding recruitment and selection suitable candidates to cover the shortages of staff unemployment if the company is unable to create new jobs.

- There is non-existence of effective performance and reward in Eskom. Therefore, this study suggests Eskom to strengthen performance reward policies,
- This study focused on challenges affecting recruitment and selection process and impact on service delivery within Eskom as a state owned enterprise. This study, suggests to extend the future study to private companies

## **6.5 CONCLUSION**

The researcher by means of STATA 13's descriptive statistics, multivariate analysis techniques such as, Factor Analysis with related components tests were ran in order to examine the associations of the factors challenging or affecting the recruitment and selection process within Eskom Empangeni zone KwaZulu-Natal province, South Africa. A Factor Analysis with Varimax as an orthogonal rotation was via STATA 13 to perform on aforementioned data.

The author extracted and rotated seven factors from a variable set consisting of 30 administered questionnaire scales, based on responses of 100 respondents representing Eskom workers. Those variables were selected to represent the constructs of the recruitment and selection process challenges and its impact on service delivery.

This variable set was selected with the express aim of defining a specified three-dimensional including recruitment and selection, job satisfaction and service delivery factor space. The results of this analysis would not be expected to reveal the structure of the aforementioned themes more generally. However, the analysis is further useful for the purposes of locating each variable within this theoretically specified subspace of the recruitment and selection process and service delivery themes.

From a literature review and conceptual standpoints, the three of the seven factors represent the major constructs that are shared among several theories of the recruitment and selection process challenges. This study identified items that do challenge recruitment and selection process and impact on service delivery of Eskom Empangeni zone. The author found through the survey analysis that the

variables or items that challenging recruitment and selection process within Eskom Empangeni are: HRSS Department policies; Job satisfaction perception; Human resource management (recruitment) policy; Performance rewarded Perception; Organisation Communication policy perception, and Recruitment and Selection policy perception. These items were substantiated by previous studies. For instance a study conducted by Islam, Habib and Pathan, (2010) who categorised internal and external variables affecting recruitment and selection in private bank in Bangladesh. These variables include on the one hand internal variables include “recruitment policy, human resource planning, size of the firm, cost of recruitment, growth and expansion.” On the other hand, external variable include, supply and demand, labour market, goodwill, political environment factor, unemployment rate of the country, competitors manpower need, top management interference, HR department people, control authority , quality of selection process, and advertising.

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# APPENDICES

## Appendix A

### QUESTIONNAIRE – ESKOM EMPLOYEES

#### TOPIC:

Recruitment process challenges within Eskom and its impact on service delivery: A case of Empangeni Zone.

#### RESEARCHER:

IRENE NAIDOO (Student Number: 16139092)

Contact: 0027835854292

#### SUPERVISOR:

Dr P Moodley

#### INSTITUTION:

Durban University of Technology - (Department of Management Science)

#### PURPOSE OF THE QUESTIONNAIRE:

This study aims to highlight the Recruitment process challenges within Eskom and its impact on service delivery in Empangeni Zone. The data that is collected shall be used to compile a report that will be shared with the relevant stakeholders and will provide direct feedback to the departments concerned.

#### NOTE TO THE RESPONDENT:

- Participation is purely voluntary.
- If you do not desire to take part, please return the blank questionnaire at the end of the survey session.
- Your remarks in this questionnaire will remain private and confidential.
- Participants have the right not to answer any question they deem to be intrusive or otherwise.
- I require written permission (consent) to use your responses. The consent form will be kept separate from the questionnaire.

Respondent Number: IP \_\_\_\_\_

**CONSENT**

I hereby acknowledge the contents of this questionnaire and do hereby grant permission for the researcher to utilise my responses towards her research. I can withdraw from this survey at any point and do understand this process is purely voluntary.

Signed: .....

**INSTRUCTIONS**

1. Answer as honestly as possible. YOUR OPINION IS REQUIRED.
2. Please do not change any of your responses afterwards (for instance: do not scratch out or tippex any of your responses).
3. Please use a pen to mark your responses by placing a tick (✓) or a cross appropriate numbered column, or by writing down the appropriate information required.

**SECTION A - Biographical Information**

1. Gender of respondent

Male	Female
1	2

2. What is your age?

18-24 yrs	25-34 yrs	35-49 yrs	50-64 yrs	65 + yrs
1	2	3	4	5

3. Population group

Black	Coloured	Indian	White	Other, Specify
1	2	3	4	5

4. Education level

Primary Schooling	Secondary Schooling	Diploma	Degree	Other, specify
1	2	3	4	5

5. What Task Grade are you?

T05/06	T07	T08/09	T10	T11	T12	T13	M16	M18
1	2	3	4	5	6	7	8	9

6. Please indicate the number of years of service you have in the company

0 - 5 Years	6 - 10 Years	11 - 15 Years	16 - 20 Years	21 - 25 Years	25 Years +
1	2	3	4	5	6

7. How will you rate the following using the scale below?

	Poor	Satisfactory	Good	Excellent
7.1 Your salary				
7.2 Working Conditions				
7.3 Job Qualifications				

8. Are there adequate staff members per department to provide an acceptable level of service delivery?

Yes (1)	No (2)	Not Sure (3)
---------	--------	--------------

9. Have you ever been side-lined for a promotion for which you were adequately qualified for?

Yes (1)	No (2)	Not Sure (3)
---------	--------	--------------

10. Approximately how many hours of overtime work do you perform per week?

0	1 - 5 Hours	6 - 10 Hours	11 - 15 Hours	15+
1	2	3	4	5

**SECTION B - Recruitment and Selection**

1. Select the statement you think most closely describes your view and opinion.
2. Indicate whether you "agree" or "disagree" with each of the following statements.
3. If you neither "agree" or "disagree" select the "unsure" option at the end.
4. There are no "right or "wrong" responses.

		Agree	Disagree	Unsure
1	I understand the meaning of the term affirmative action			
2	Affirmative action plays a crucial role in the selection process			
3	I understand the recruitment and selection process			
4	All vacancies should be advertised internally			
5	All vacancies should be advertised both internally and externally			
6	Management should play a greater role in the recruitment and selection process			
7	Vacancies are being filled timeously			
8	The HRSS Department is very helpful when assisting with recruitment and selection enquiries			
9	Confidentiality in Recruitment and Selection is ensured by the HRSS Department			
10	Recruitment and Selection policies are conducive to effective and efficient Service Delivery			

**SECTION C - Job Satisfaction**

5. Select the statement you think most closely describes your view and opinion.
6. Indicate whether you "agree" or "disagree" with each of the following statements.
7. If you neither "agree" or "disagree" select the "unsure" option at the end.
8. There are no "right or "wrong" responses.

		Agree	Disagree	Unsure
1	I experience personal growth such as updating skills and learning different jobs.			
2	My work gives me a feeling of personal accomplishment.			
3	I have the tools and resources to do my job well.			
4	On my job, I have clearly defined quality goals.			
5	The organisation does an excellent job of keeping employees informed about matters affecting us.			
6	My supervisor encourage me to be my best.			
7	I am rewarded for the quality of my efforts			
8	I am valued by my supervisor.			
9	I am satisfied with the opportunity to get a better job in this company			
10	Considering everything, I am satisfied with my job.			



**SECTION D – Service Delivery**

1. Select the statement you think most closely describes your view and opinion.
2. Indicate whether you "agree" or "disagree" with each of the following statements.
3. If you neither "agree" or "disagree" select the "unsure" option at the end.
4. There are no "right or "wrong" responses.

		Agree	Disagree	Unsure
1	I understand the meaning of the term Service Delivery			
2	I believe Service Delivery is important			
3	The Recruitment and selection process affects Service Delivery			
4	There should be greater emphasis on Service Delivery in our Organisation			
5	Management choices affect Service Delivery			
6	I understand the objectives of the organisation			
7	Vacancies should be filled at a faster rate to improve service delivery			
8	Service Delivery is not impacted by the Recruitment and Selection process			
9	The organisation works together with its employees to improve Service Delivery			
10	My manager motivates me to achieve better performance which in turn helps me to improve Service Delivery			

**THANK YOU KINDLY FOR YOUR INVALUABLE PARTICIPATION**



Mrs Irene Naidoo  
HR Officer  
Eskom  
6 Industria Crescent  
STANGER  
4450

Date:  
11 August 2016

Enquiries:  
Tel +27 76 814 8108

Dear Mrs Naidoo

**PERMISSION TO CONDUCT RESEARCH WITHIN EMPANGENI ZONE: RECRUITMENT PROCESS CHALLENGES WITHIN ESKOM AND ITS IMPACT ON SERVICE DELIVERY: A CASE OF EMPANGENI ZONE.**

I have pleasure in informing you that you are granted permission to conduct research on "Recruitment process challenges within Eskom and its impact on service delivery: A case of Empangeni Zone."

Subject to the following conditions:

- That you adhere to all policies, procedures, protocols and guidelines of Eskom with regards to this research.
- That you ensure that prior to commencement of the research, notification is given to the Zone Manager.
- No Eskom resources will be provided for this research.
- Once your research has been concluded, that this office will be given feedback on the findings.

On behalf of the department we wish you all best in your research.

Yours sincerely

Ravi Reddy  
**ZONE MANAGER: EMPANGENI**

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## Appendix 1

Age	Gender		Total
	1	2	
1	0 0.00	4 100.00	4 100.00
2	31 79.49	8 20.51	39 100.00
3	29 69.05	13 30.95	42 100.00
4	14 93.33	1 6.67	15 100.00
Total	74 74.00	26 26.00	100 100.00

Pearson  $\chi^2(3) = 15.4444$  Pr = 0.001

## Appendix 2

Pop Gp	Gender		Total
	1	2	
1	52 76.47	16 23.53	68 100.00
2	1 100.00	0 0.00	1 100.00
3	14 66.67	7 33.33	21 100.00
4	6 75.00	2 25.00	8 100.00
5	1 50.00	1 50.00	2 100.00
Total	74 74.00	26 26.00	100 100.00

Pearson  $\chi^2(4) = 1.7570$  Pr = 0.780

### Appendix3

Educ L	Gender		Total
	1	2	
1	4 100.00	0 0.00	4 100.00
2	20 80.00	5 20.00	25 100.00
3	29 64.44	16 35.56	45 100.00
4	3 60.00	2 40.00	5 100.00
5	17 85.00	3 15.00	20 100.00
Total	73 73.74	26 26.26	99 100.00

Pearson chi2(4) = 5.7350 Pr = 0.220

### Appendix4

Salary	Working Cdtions				Total
	1	2	3	4	
1	7 30.43	14 60.87	2 8.70	0 0.00	23 100.00
2	2 5.26	18 47.37	18 47.37	0 0.00	38 100.00
3	0 0.00	5 13.16	31 81.58	2 5.26	38 100.00
4	0 0.00	0 0.00	0 0.00	1 100.00	1 100.00
Total	9 9.00	37 37.00	51 51.00	3 3.00	100 100.00

Pearson chi2 (9) = 76.1836 Pr = 0.000

## Appendix 5

Salary	Job Qlfction				Total
	1	2	3	4	
1	1 4.35	12 52.17	9 39.13	1 4.35	23 100.00
2	0 0.00	16 42.11	18 47.37	4 10.53	38 100.00
3	0 0.00	1 2.63	37 97.37	0 0.00	38 100.00
4	0 0.00	0 0.00	1 100.00	0 0.00	1 100.00
Total	1 1.00	29 29.00	65 65.00	5 5.00	100 100.00

Pearson chi2(9) = 34.0479 Pr = 0.000

## Appendix 6

Adequate staff	Sideline P			Total
	1	2	3	
1	4 30.77	7 53.85	2 15.38	13 100.00
2	14 17.50	41 51.25	25 31.25	80 100.00
3	1 14.29	4 57.14	2 28.57	7 100.00
Total	19 19.00	52 52.00	29 29.00	100 100.00

Pearson chi2(4) = 2.1482 Pr = 0.709

## Appendix 7 - Descriptive statistics of data

Descriptive statistics describe either the characteristics of a sample or the relationship among variables in a sample. Descriptive statistics merely summarize a set of sample observations, whereas inferential statistics move beyond the description of specific observations to make inferences about the larger population from which the sample page Ying ying, 2004:36

Variable	Obs	Mean	Std. Dev.	Min	Max
ID	100	50.5	29.01149	1	100
Q1	99	1.161616	.5289009	1	3
Q2	99	1.313131	.6798329	1	3
Q3	99	1.30303	.6136965	1	3
Q4	100	1.46	.5759489	1	3
Q5	99	1.131313	.395032	1	3
Q6	100	1.25	.5388915	1	3
Q7	99	1.919192	.5656271	1	3
Q8	100	1.5	.7587869	1	3
Q9	100	1.42	.754515	1	3
Q10	100	1.48	.688726	1	3
Q11	99	1.222222	.4641331	1	3
Q12	99	1.212121	.5004636	1	3
Q13	99	1.212121	.4796412	1	3
Q14	100	1.24	.5706633	1	3
Q15	100	1.47	.7310571	1	3
Q16	100	1.31	.5630903	1	3
Q17	100	1.71	.5558686	1	3
Q18	0				
Q19	100	1.57	.6854181	1	3
Q20	100	1.33	.6521913	1	3
Q21	99	1.070707	.357215	1	3
Q22	99	1.010101	.1005038	1	2
Q23	99	1.141414	.474021	1	3
Q24	100	1.09	.3785939	1	3
Q25	100	1.16	.4865878	1	3
Q26	100	1.18	.557411	1	3
Q27	100	1.07	.2931887	1	3
Q28	100	1.82	.5389852	1	3
Q29	100	1.51	.6889459	1	3
Q30	100	1.53	.717107	1	3

## Appendix 8 - Correlation matrix

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q9	Q10	Q11	Q12	Q13	Q14	Q15
Q1	1.0000															
Q2	0.6264	1.0000														
Q3	0.2427	0.3951	1.0000													
Q4	0.1035	0.1856	0.3235	1.0000												
Q5	0.1152	-0.0711	-0.0209	-0.2557	1.0000											
Q6	0.0651	0.1303	0.2623	0.1181	0.0035	1.0000										
Q7	0.2339	0.3553	0.2561	0.3107	-0.1021	-0.0487	1.0000									
Q8	0.3035	0.3940	0.4300	0.3629	-0.0278	0.2168	0.2786	1.0000								
Q9	0.2394	0.4960	0.4178	0.3752	0.0398	0.1701	0.2093	0.6784	1.0000							
Q9	0.2394	0.4960	0.4178	0.3752	0.0398	0.1701	0.2093	0.6784	1.0000	1.0000						
Q10	0.1441	0.3589	0.1385	0.1940	-0.0501	-0.1659	0.3839	0.4211	0.4820	0.4820	1.0000					
Q11	0.3858	0.2517	0.0497	0.0048	0.0839	0.0534	-0.0646	0.2552	0.0601	0.0601	0.1273	1.0000				
Q12	0.2812	0.3239	0.1056	0.0805	0.0934	-0.0178	0.0996	0.2354	0.2385	0.2385	0.3188	0.4227	1.0000			
Q13	0.0834	0.3613	0.2649	0.1611	0.0189	0.0048	0.1839	0.2303	0.3900	0.3900	0.3087	0.0286	0.4292	1.0000		
Q14	0.0838	0.0962	0.2218	0.2022	0.0246	0.1756	0.0554	0.4001	0.3172	0.3172	0.1824	0.1804	0.1417	0.2489	1.0000	
Q15	0.1177	0.2011	0.5624	0.1567	0.0000	0.0579	0.1750	0.2991	0.2951	0.2951	0.2907	0.1371	0.2225	0.1546	0.1867	1.0000
Q16	0.1689	0.0565	0.0507	-0.1299	0.1516	0.1077	-0.0945	0.1093	0.0280	0.0280	0.0511	0.1120	0.1301	0.0615	0.2527	0.0132
Q17	-0.0494	0.0731	0.2247	0.3001	-0.0903	-0.1202	0.3259	0.0948	0.0234	0.0234	0.3578	0.0151	0.1601	0.0957	0.1548	0.2460
Q18_	0.0411	0.1846	0.0030	0.1111	-0.0138	-0.0985	0.2878	0.2268	0.2460	0.2460	0.2931	-0.0208	0.2434	0.0658	-0.0820	0.1503
Q19	0.0760	0.0919	0.1321	0.0706	0.0267	-0.0748	0.1787	0.2775	0.0944	0.0944	0.0291	0.2818	0.3361	0.3197	0.1940	0.2943
Q20	0.2841	0.2125	0.3586	0.1517	0.1895	-0.0966	0.3097	0.4770	0.2312	0.2312	0.3229	0.2488	0.4639	0.3929	0.3764	0.2358
Q21	0.1690	0.0804	0.3367	0.2004	-0.0697	0.1878	0.2414	0.0674	-0.0754	-0.0754	-0.1129	-0.1052	-0.0251	-0.0339	-0.0271	0.1424
Q22	-0.0320	-0.0487	-0.0495	0.1016	-0.0353	0.1531	-0.1739	-0.0690	-0.0586	-0.0586	-0.0788	-0.0533	-0.0445	-0.0481	0.1587	0.0722
Q23	0.3869	0.3213	0.2535	0.0692	0.0075	0.4132	0.2042	0.1633	0.0984	0.0984	0.0542	-0.0057	-0.0379	-0.0512	0.0447	0.1230
Q24	0.3235	0.3634	0.1256	0.1719	-0.0771	0.0577	0.2891	0.2040	0.1832	0.1832	0.1573	0.2110	0.0850	0.0722	0.1817	-0.0394
Q25	0.3198	0.2594	0.2611	0.1470	-0.0073	0.1294	0.2433	0.2793	0.1597	0.1597	0.2071	0.1212	0.1748	-0.0696	-0.0573	0.1790
Q26	0.0663	-0.0806	0.0882	0.0118	0.1024	-0.1044	0.0425	-0.1163	0.0229	0.0229	0.0340	0.0309	0.0860	-0.0139	-0.0065	0.0976
Q27	0.1536	0.2333	0.2635	0.0220	0.2103	0.2583	0.1677	0.2154	0.3359	0.3359	0.1560	0.1443	0.0642	0.0521	0.0532	0.2083
Q28	0.0531	0.1108	0.1764	0.1296	-0.0000	0.1827	0.4673	0.2000	0.0321	0.0321	0.1408	0.1545	0.0860	-0.0279	0.0453	0.2650
Q29	0.0164	0.3052	0.2334	0.0455	0.1424	-0.0222	0.3582	0.2602	0.3460	0.3460	0.3811	0.0478	0.1462	0.3340	0.0560	0.4094
Q30	-0.0837	0.0560	0.2894	0.1546	0.0129	-0.0362	0.2727	0.1503	0.0926	0.0926	0.2182	0.0663	0.1628	0.1549	0.1602	0.1478
	Q16	Q17	Q18_	Q19	Q20	Q21	Q22	Q23	Q24	Q25	Q26	Q27	Q28	Q29	Q30	
Q16	1.0000															
Q17	0.0955	1.0000														
Q18_	0.3733	0.3686	1.0000													
Q19	0.2865	0.0771	0.1523	1.0000												
Q20	0.2402	0.2322	0.1310	0.4945	1.0000											
Q21	-0.0653	-0.0072	-0.0272	0.1171	0.1078	1.0000										
Q22	0.1252	0.0510	-0.0702	0.0594	-0.0577	-0.0222	1.0000									
Q23	0.0978	0.0299	0.1270	-0.1155	0.1629	0.1766	-0.0335	1.0000								
Q24	-0.0795	0.2158	0.1699	0.0046	0.2173	-0.0484	-0.0245	0.2205	1.0000							
Q25	-0.0059	0.2083	0.2574	-0.0561	0.1993	0.1034	-0.0372	0.6011	0.2610	1.0000						
Q26	0.0773	0.0740	0.3305	0.0541	0.0456	0.2110	-0.0326	-0.0139	-0.0711	0.0135	1.0000					
Q27	0.0711	0.1105	0.2278	0.0184	0.1588	-0.0480	-0.0243	0.3934	0.0464	0.2965	0.2114	1.0000				
Q28	-0.0773	0.2588	0.1525	0.0934	0.0456	0.1743	-0.1628	0.1802	0.3375	0.2691	-0.0566	0.1409	1.0000			
Q29	0.0698	0.1086	0.2042	0.3797	0.1971	0.1389	-0.0805	-0.0471	0.0302	0.0769	0.1458	0.2069	0.2624	1.0000		
Q30	0.3211	0.4013	0.4491	0.3225	0.3143	0.2130	0.0657	0.1329	0.1838	0.1562	0.3048	0.3023	0.1810	0.2281	1.0000	

1. Steven's (2009) recommends retaining factor loadings of 0.400 or greater.  
Blanks: The loading represent the correlation between the principles factors and the original variables.

## Appendix 9

```
. factor Q1 Q2 Q3 Q4 Q5 Q6 Q7 Q8 Q9 Q10 Q11 Q12 Q13 Q14 Q15 Q16 Q17 Q18_ Q19 Q20 Q21 Q22 Q23 Q24 Q25 Q26 Q27 Q28 Q29 Q30
(obs=90)
```

```
Factor analysis/correlation          Number of obs   =      90
Method: principal factors           Retained factors =      19
Rotation: (unrotated)              Number of params =    399
```

Factor	Eigenvalue	Difference	Proportion	Cumulative
Factor1	5.62405	3.53597	0.3163	0.3163
Factor2	2.08808	0.29543	0.1174	0.4337
Factor3	1.79265	0.26927	0.1008	0.5346
Factor4	1.52338	0.12258	0.0857	0.6202
Factor5	1.40080	0.26113	0.0788	0.6990
Factor6	1.13967	0.05942	0.0641	0.7631
Factor7	1.08025	0.26649	0.0608	0.8239
Factor8	0.81376	0.13143	0.0458	0.8696
Factor9	0.68233	0.05343	0.0384	0.9080
Factor10	0.62891	0.08586	0.0354	0.9434
Factor11	0.54304	0.02790	0.0305	0.9739
Factor12	0.51515	0.04899	0.0290	1.0029
Factor13	0.46615	0.15012	0.0262	1.0291
Factor14	0.31603	0.01554	0.0178	1.0469
Factor15	0.30048	0.09273	0.0169	1.0638
Factor16	0.20776	0.04233	0.0117	1.0755
Factor17	0.16543	0.03129	0.0093	1.0848
Factor18	0.13414	0.11178	0.0075	1.0923
Factor19	0.02237	0.03770	0.0013	1.0936
Factor20	-0.01533	0.03679	-0.0009	1.0927
Factor21	-0.05213	0.01360	-0.0029	1.0898
Factor22	-0.06572	0.03513	-0.0037	1.0861
Factor23	-0.10086	0.03641	-0.0057	1.0804
Factor24	-0.13727	0.02178	-0.0077	1.0727
Factor25	-0.15905	0.02078	-0.0089	1.0638
Factor26	-0.17983	0.01828	-0.0101	1.0536
Factor27	-0.19812	0.04103	-0.0111	1.0425
Factor28	-0.23915	0.00848	-0.0135	1.0291
Factor29	-0.24763	0.02135	-0.0139	1.0151
Factor30	-0.26898	.	-0.0151	1.0000

LR test: independent vs. saturated:  $\chi^2(435) = 1140.26$  Prob> $\chi^2 = 0.0000$

Factor loadings (pattern matrix) and unique variances

Variable	Factor1	Factor2	Factor3	Factor4	Factor5	Factor6	Factor7	Factor8	Factor9	Factor10	Factor11	Factor12	Factor13	Factor14
Q1	0.4643	0.3388	-0.3373	0.3142	-0.2439	0.1876	-0.1403	-0.2707	-0.0479	0.0933	0.0311	-0.0439	0.2191	0.0858
Q2	0.6291	0.2570	-0.2693	-0.0358	-0.2484	-0.0365	-0.1627	-0.2259	0.0991	0.1799	-0.1793	0.1538	0.0609	-0.0757
Q3	0.6068	0.1919	-0.0022	-0.1536	0.4554	0.0736	-0.0894	-0.1241	-0.2021	-0.0614	-0.0265	0.0745	0.0961	-0.2838
Q4	0.3817	0.1066	0.0632	-0.3537	0.0974	0.0390	0.2843	-0.1967	-0.0948	0.1073	0.1246	-0.0368	-0.1056	0.0841
Q5	0.0296	-0.1112	-0.1023	0.3165	0.0471	-0.0874	-0.2464	0.1786	0.0460	-0.2229	0.1093	0.0908	0.1112	0.0374
Q6	0.1556	0.4492	-0.1417	0.1177	0.4268	-0.1057	0.1209	0.1591	0.1869	0.1659	-0.0308	0.1103	-0.2150	0.0907



Q7	0.5406	0.0942	0.3418	-0.2573	-0.1920	0.2093	-0.0624	-0.0512	0.2414	-0.1049	-0.0003	-0.0160	0.0583	0.1098
Q8	0.6958	0.0476	-0.2704	-0.1575	0.0783	-0.1304	0.1594	0.1009	0.0824	-0.0076	0.1968	-0.3510	-0.0095	-0.0429
Q9	0.6340	0.0273	-0.2835	-0.2837	0.0281	-0.4773	-0.0423	-0.0421	0.0497	0.0329	0.1695	-0.0210	-0.0203	-0.0356
Q10	0.5596	-0.1805	0.0387	-0.2402	-0.3200	-0.2390	0.0022	0.0617	-0.1180	-0.0920	-0.0954	-0.0295	0.0862	0.2085
Q11	0.3036	-0.0700	-0.3256	0.3043	-0.1754	0.2346	0.0072	0.2553	-0.1807	0.2413	0.1904	0.0385	-0.0132	-0.0132
Q12	0.4711	-0.3071	-0.2297	0.1761	-0.2134	0.1313	-0.0653	0.0040	-0.1941	0.0787	-0.0549	0.0623	-0.3542	0.0649
Q13	0.4306	-0.3135	-0.2475	-0.1821	0.0081	-0.0272	-0.0736	-0.1424	0.1222	-0.1170	-0.1639	0.2459	-0.2082	-0.0244
Q14	0.3600	-0.1535	-0.2757	-0.0168	0.2491	-0.0103	0.3988	0.0865	0.0282	-0.0697	0.0869	0.1142	0.1715	0.1524
Q15	0.5076	-0.0766	0.0691	-0.1406	0.3135	0.0436	-0.2307	0.2078	-0.3450	0.1436	-0.1982	-0.0847	0.1381	-0.0075
Q16	0.2061	-0.2863	-0.0138	0.5371	0.1514	-0.1736	0.2023	-0.0791	0.2018	0.1063	-0.2021	-0.1227	0.1798	-0.0286
Q17	0.3735	-0.1532	0.4228	-0.0912	-0.1037	0.0446	0.3055	0.0485	-0.2263	-0.0122	-0.1260	0.1113	0.0677	-0.0006
Q18_	0.4159	-0.2002	0.4794	0.2267	-0.2413	-0.3231	0.0530	-0.1145	0.0690	0.2074	0.0095	-0.1653	-0.0901	-0.0951
Q19	0.3870	-0.4866	-0.0799	0.1329	0.1845	0.3157	-0.0495	0.0465	0.1816	0.1006	-0.0501	-0.1324	-0.0820	-0.0472
Q20	0.6198	-0.2962	-0.1612	0.1734	0.0301	0.2528	0.1089	-0.0484	-0.0231	-0.4269	0.0318	-0.0808	-0.0243	-0.0103
Q21	0.1771	0.1857	0.2227	-0.0348	0.3474	0.3551	-0.1675	-0.2932	0.0781	0.0469	0.1036	-0.0848	-0.0472	0.1262
Q22	-0.0597	-0.0391	-0.0547	0.0735	0.2261	-0.0535	0.2583	-0.0542	-0.0899	0.1646	-0.1628	0.0975	0.0578	0.1895
Q23	0.3556	0.6249	0.1169	0.3324	0.0648	-0.0625	0.0310	-0.0147	0.0358	-0.2029	-0.1795	-0.0302	-0.0792	0.0710
Q24	0.3729	0.2402	0.0230	-0.0049	-0.3387	0.1779	0.2914	0.0583	0.1239	0.0434	0.1167	0.2322	0.1120	-0.1369
Q25	0.4328	0.4286	0.2000	0.1991	-0.1474	-0.0092	0.0134	0.0844	-0.1827	-0.1220	-0.0917	-0.1686	-0.1337	0.0109
Q26	0.1170	-0.1745	0.3176	0.2297	0.0976	-0.0916	-0.2297	-0.2346	-0.1549	0.0767	0.3282	0.1170	0.0263	0.1260
Q27	0.3974	0.1843	0.1283	0.2487	0.1123	-0.3220	-0.1711	0.1831	-0.0364	-0.1035	0.1250	0.1749	-0.0414	-0.0032
Q28	0.3550	0.2023	0.3140	-0.1077	-0.0655	0.2789	-0.0152	0.4221	0.1559	0.1243	0.0436	0.0230	0.0017	0.0080
Q29	0.4725	-0.2480	0.1176	-0.1753	0.0737	-0.0455	-0.4173	0.1591	0.2229	0.0694	-0.0836	0.0388	0.0938	0.0903
Q30	0.4449	-0.2621	0.4706	0.2119	0.1560	-0.0017	0.1681	-0.0757	0.0557	-0.0156	0.0852	0.1624	-0.0295	-0.0823

Variable	Factor15	Factor16	Factor17	Factor18	Factor19	Uniqueness
Q1	0.0201	0.0474	0.0784	-0.0055	0.0132	0.1912
Q2	-0.0370	-0.0761	0.0195	0.0141	-0.0294	0.2078
Q3	0.1117	-0.0352	0.0099	0.0346	0.0103	0.1794
Q4	-0.0557	0.0354	0.1225	0.0153	0.0521	0.5054
Q5	0.0911	0.1513	0.0950	0.1420	-0.0001	0.6275
Q6	0.1200	-0.0005	0.0228	0.0099	-0.0250	0.3611
Q7	0.0170	-0.0139	0.1408	-0.0850	-0.0115	0.3161
Q8	-0.0059	-0.0483	-0.0054	0.0466	-0.0312	0.1807
Q9	-0.0250	0.0811	-0.0065	0.0163	0.0224	0.1618
Q10	0.0643	-0.1669	-0.0837	0.0402	-0.0218	0.3073
Q11	-0.0340	-0.1632	0.0056	-0.0112	0.0184	0.3961
Q12	0.1489	0.0497	0.0002	0.0292	-0.0163	0.3267
Q13	0.0443	0.0361	-0.0309	-0.0431	0.0323	0.4283
Q14	0.0671	0.0280	-0.0923	-0.1064	0.0166	0.4375
Q15	-0.0217	0.1056	-0.0417	-0.0973	-0.0326	0.2862
Q16	0.1640	-0.0529	0.0180	0.0111	0.0389	0.3138
Q17	0.0734	-0.0007	0.1232	0.0315	0.0186	0.4355
Q18_	0.0577	0.1359	-0.0006	-0.0476	-0.0327	0.2096
Q19	-0.2380	0.0215	0.0334	-0.0586	0.0189	0.3170
Q20	-0.0205	0.0479	0.0160	-0.0041	-0.0390	0.1975
Q21	0.0884	-0.0385	-0.0664	0.0893	-0.0240	0.4559
Q22	-0.2073	0.1007	0.0446	0.1152	-0.0363	0.6828
Q23	-0.0702	-0.0157	-0.0832	-0.1105	0.0099	0.2383
Q24	-0.0827	0.1454	-0.1385	0.0306	-0.0188	0.4035
Q25	-0.0954	0.0443	-0.0811	0.1036	0.0597	0.3852
Q26	0.0200	0.0468	-0.0879	-0.0839	0.0153	0.4911
Q27	-0.1411	-0.0826	0.1547	-0.0606	-0.0155	0.4361

Q28	0.1544	0.0455	0.0089	-0.0052	0.0122	0.3940
Q29	-0.0921	0.0052	-0.0741	0.0875	0.0356	0.3609
Q30	-0.0903	-0.1578	-0.0543	0.0837	-0.0151	0.3208

. screepplot, yline(1)

. factor Q1 Q2 Q3 Q4 Q5 Q6 Q7 Q8 Q9 Q10 Q11 Q12 Q13 Q14 Q15 Q16 Q17 Q18\_ Q19 Q20 Q21 Q22 Q23 Q24 Q25 Q26 Q27 Q28 Q29 Q30, mineigen(1)  
(obs=90)

```
Factor analysis/correlation          Number of obs   =    90
Method: principal factors           Retained factors =     7
Rotation: (unrotated)               Number of params =   189
```

Factor	Eigenvalue	Difference	Proportion	Cumulative
Factor1	5.62405	3.53597	0.3163	0.3163
Factor2	2.08808	0.29543	0.1174	0.4337
Factor3	1.79265	0.26927	0.1008	0.5346
Factor4	1.52338	0.12258	0.0857	0.6202
Factor5	1.40080	0.26113	0.0788	0.6990
Factor6	1.13967	0.05942	0.0641	0.7631
Factor7	1.08025	0.26649	0.0608	0.8239
Factor8	0.81376	0.13143	0.0458	0.8696
Factor9	0.68233	0.05343	0.0384	0.9080
Factor10	0.62891	0.08586	0.0354	0.9434
Factor11	0.54304	0.02790	0.0305	0.9739
Factor12	0.51515	0.04899	0.0290	1.0029
Factor13	0.46615	0.15012	0.0262	1.0291
Factor14	0.31603	0.01554	0.0178	1.0469
Factor15	0.30048	0.09273	0.0169	1.0638
Factor16	0.20776	0.04233	0.0117	1.0755
Factor17	0.16543	0.03129	0.0093	1.0848
Factor18	0.13414	0.11178	0.0075	1.0923
Factor19	0.02237	0.03770	0.0013	1.0936
Factor20	-0.01533	0.03679	-0.0009	1.0927
Factor21	-0.05213	0.01360	-0.0029	1.0898
Factor22	-0.06572	0.03513	-0.0037	1.0861
Factor23	-0.10086	0.03641	-0.0057	1.0804
Factor24	-0.13727	0.02178	-0.0077	1.0727
Factor25	-0.15905	0.02078	-0.0089	1.0638
Factor26	-0.17983	0.01828	-0.0101	1.0536
Factor27	-0.19812	0.04103	-0.0111	1.0425
Factor28	-0.23915	0.00848	-0.0135	1.0291
Factor29	-0.24763	0.02135	-0.0139	1.0151
Factor30	-0.26898	.	-0.0151	1.0000

LR test: independent vs. saturated: chi2(435) = 1140.26 Prob>chi2 = 0.0000

Factor loadings (pattern matrix) and unique variances

Variable	Factor1	Factor2	Factor3	Factor4	Factor5	Factor6	Factor7	Uniqueness
Q1	0.4643	0.3388	-0.3373	0.3142	-0.2439	0.1876	-0.1403	0.3428

Q2	0.6291	0.2570	-0.2693	-0.0358	-0.2484	-0.0365	-0.1627	0.3748
Q3	0.6068	0.1919	-0.0022	-0.1536	0.4554	0.0736	-0.0894	0.3506
Q4	0.3817	0.1066	0.0632	-0.3537	0.0974	0.0390	0.2843	0.6220
Q5	0.0296	-0.1112	-0.1023	0.3165	0.0471	-0.0874	-0.2464	0.8056
Q6	0.1556	0.4492	-0.1417	0.1177	0.4268	-0.1057	0.1209	0.5321
Q7	0.5406	0.0942	0.3418	-0.2573	-0.1920	0.2093	-0.0624	0.4313
Q8	0.6958	0.0476	-0.2704	-0.1575	0.0783	-0.1304	0.1594	0.3671
Q9	0.6340	0.0273	-0.2835	-0.2837	0.0281	-0.4773	-0.0423	0.2060
Q10	0.5596	-0.1805	0.0387	-0.2402	-0.3200	-0.2390	0.0022	0.4355
Q11	0.3036	-0.0700	-0.3256	0.3043	-0.1754	0.2346	0.0072	0.6185
Q12	0.4711	-0.3071	-0.2297	0.1761	-0.2134	0.1313	-0.0653	0.5329
Q13	0.4306	-0.3135	-0.2475	-0.1821	0.0081	-0.0272	-0.0736	0.6156
Q14	0.3600	-0.1535	-0.2757	-0.0168	0.2491	-0.0103	0.3988	0.5493
Q15	0.5076	-0.0766	0.0691	-0.1406	0.3135	0.0436	-0.2307	0.5585
Q16	0.2061	-0.2863	-0.0138	0.5371	0.1514	-0.1736	0.2023	0.4929
Q17	0.3735	-0.1532	0.4228	-0.0912	-0.1037	0.0446	0.3055	0.5439
Q18_	0.4159	-0.2002	0.4794	0.2267	-0.2413	-0.3231	0.0530	0.3402
Q19	0.3870	-0.4866	-0.0799	0.1329	0.1845	0.3157	-0.0495	0.4533
Q20	0.6198	-0.2962	-0.1612	0.1734	0.0301	0.2528	0.1089	0.3954
Q21	0.1771	0.1857	0.2227	-0.0348	0.3474	0.3551	-0.1675	0.6085
Q22	-0.0597	-0.0391	-0.0547	0.0735	0.2261	-0.0535	0.2583	0.8658
Q23	0.3556	0.6249	0.1169	0.3324	0.0648	-0.0625	0.0310	0.3498
Q24	0.3729	0.2402	0.0230	-0.0049	-0.3387	0.1779	0.2914	0.5714
Q25	0.4328	0.4286	0.2000	0.1991	-0.1474	-0.0092	0.0134	0.5273
Q26	0.1170	-0.1745	0.3176	0.2297	0.0976	-0.0916	-0.2297	0.7315
Q27	0.3974	0.1843	0.1283	0.2487	0.1123	-0.3220	-0.1711	0.5842
Q28	0.3550	0.2023	0.3140	-0.1077	-0.0655	0.2789	-0.0152	0.6405
Q29	0.4725	-0.2480	0.1176	-0.1753	0.0737	-0.0455	-0.4173	0.4891
Q30	0.4449	-0.2621	0.4706	0.2119	0.1560	-0.0017	0.1681	0.4144

```
. factor Q1 Q2 Q3 Q4 Q5 Q6 Q7 Q8 Q9 Q10 Q11 Q12 Q13 Q14 Q15 Q16 Q17 Q18_ Q19 Q20 Q21 Q22 Q23 Q24 Q25 Q26 Q27 Q28 Q29 Q30, factor(7)
(obs=90)
```

```
Factor analysis/correlation      Number of obs   =    90
Method: principal factors       Retained factors =     7
Rotation: (unrotated)          Number of params =   189
```

Factor	Eigenvalue	Difference	Proportion	Cumulative
Factor1	5.62405	3.53597	0.3163	0.3163
Factor2	2.08808	0.29543	0.1174	0.4337
Factor3	1.79265	0.26927	0.1008	0.5346
Factor4	1.52338	0.12258	0.0857	0.6202
Factor5	1.40080	0.26113	0.0788	0.6990
Factor6	1.13967	0.05942	0.0641	0.7631
Factor7	1.08025	0.26649	0.0608	0.8239
Factor8	0.81376	0.13143	0.0458	0.8696
Factor9	0.68233	0.05343	0.0384	0.9080
Factor10	0.62891	0.08586	0.0354	0.9434
Factor11	0.54304	0.02790	0.0305	0.9739
Factor12	0.51515	0.04899	0.0290	1.0029
Factor13	0.46615	0.15012	0.0262	1.0291
Factor14	0.31603	0.01554	0.0178	1.0469
Factor15	0.30048	0.09273	0.0169	1.0638

Factor16	0.20776	0.04233	0.0117	1.0755
Factor17	0.16543	0.03129	0.0093	1.0848
Factor18	0.13414	0.11178	0.0075	1.0923
Factor19	0.02237	0.03770	0.0013	1.0936
Factor20	-0.01533	0.03679	-0.0009	1.0927
Factor21	-0.05213	0.01360	-0.0029	1.0898
Factor22	-0.06572	0.03513	-0.0037	1.0861
Factor23	-0.10086	0.03641	-0.0057	1.0804
Factor24	-0.13727	0.02178	-0.0077	1.0727
Factor25	-0.15905	0.02078	-0.0089	1.0638
Factor26	-0.17983	0.01828	-0.0101	1.0536
Factor27	-0.19812	0.04103	-0.0111	1.0425
Factor28	-0.23915	0.00848	-0.0135	1.0291
Factor29	-0.24763	0.02135	-0.0139	1.0151
Factor30	-0.26898	.	-0.0151	1.0000

LR test: independent vs. saturated: chi2(435) = 1140.26 Prob>chi2 = 0.0000

Factor loadings (pattern matrix) and unique variances

Variable	Factor1	Factor2	Factor3	Factor4	Factor5	Factor6	Factor7	Uniqueness
Q1	0.4643	0.3388	-0.3373	0.3142	-0.2439	0.1876	-0.1403	0.3428
Q2	0.6291	0.2570	-0.2693	-0.0358	-0.2484	-0.0365	-0.1627	0.3748
Q3	0.6068	0.1919	-0.0022	-0.1536	0.4554	0.0736	-0.0894	0.3506
Q4	0.3817	0.1066	0.0632	-0.3537	0.0974	0.0390	0.2843	0.6220
Q5	0.0296	-0.1112	-0.1023	0.3165	0.0471	-0.0874	-0.2464	0.8056
Q6	0.1556	0.4492	-0.1417	0.1177	0.4268	-0.1057	0.1209	0.5321
Q7	0.5406	0.0942	0.3418	-0.2573	-0.1920	0.2093	-0.0624	0.4313
Q8	0.6958	0.0476	-0.2704	-0.1575	0.0783	-0.1304	0.1594	0.3671
Q9	0.6340	0.0273	-0.2835	-0.2837	0.0281	-0.4773	-0.0423	0.2060
Q10	0.5596	-0.1805	0.0387	-0.2402	-0.3200	-0.2390	0.0022	0.4355
Q11	0.3036	-0.0700	-0.3256	0.3043	-0.1754	0.2346	0.0072	0.6185
Q12	0.4711	-0.3071	-0.2297	0.1761	-0.2134	0.1313	-0.0653	0.5329
Q13	0.4306	-0.3135	-0.2475	-0.1821	0.0081	-0.0272	-0.0736	0.6156
Q14	0.3600	-0.1535	-0.2757	-0.0168	0.2491	-0.0103	0.3988	0.5493
Q15	0.5076	-0.0766	0.0691	-0.1406	0.3135	0.0436	-0.2307	0.5585
Q16	0.2061	-0.2863	-0.0138	0.5371	0.1514	-0.1736	0.2023	0.4929
Q17	0.3735	-0.1532	0.4228	-0.0912	-0.1037	0.0446	0.3055	0.5439
Q18_	0.4159	-0.2002	0.4794	0.2267	-0.2413	-0.3231	0.0530	0.3402
Q19	0.3870	-0.4866	-0.0799	0.1329	0.1845	0.3157	-0.0495	0.4533
Q20	0.6198	-0.2962	-0.1612	0.1734	0.0301	0.2528	0.1089	0.3954
Q21	0.1771	0.1857	0.2227	-0.0348	0.3474	0.3551	-0.1675	0.6085
Q22	-0.0597	-0.0391	-0.0547	0.0735	0.2261	-0.0535	0.2583	0.8658
Q23	0.3556	0.6249	0.1169	0.3324	0.0648	-0.0625	0.0310	0.3498
Q24	0.3729	0.2402	0.0230	-0.0049	-0.3387	0.1779	0.2914	0.5714
Q25	0.4328	0.4286	0.2000	0.1991	-0.1474	-0.0092	0.0134	0.5273
Q26	0.1170	-0.1745	0.3176	0.2297	0.0976	-0.0916	-0.2297	0.7315
Q27	0.3974	0.1843	0.1283	0.2487	0.1123	-0.3220	-0.1711	0.5842
Q28	0.3550	0.2023	0.3140	-0.1077	-0.0655	0.2789	-0.0152	0.6405
Q29	0.4725	-0.2480	0.1176	-0.1753	0.0737	-0.0455	-0.4173	0.4891
Q30	0.4449	-0.2621	0.4706	0.2119	0.1560	-0.0017	0.1681	0.4144

. factor Q1 Q2 Q3 Q4 Q5 Q6 Q7 Q8 Q9 Q10 Q11 Q12 Q13 Q14 Q15 Q16 Q17 Q18\_ Q19 Q20 Q21 Q22 Q23 Q24 Q25 Q26 Q27 Q28 Q29 Q30, factor(7) blanks(0.4)

(obs=90)

Factor analysis/correlation                      Number of obs     =     90  
Method: principal factors                      Retained factors =     7  
Rotation: (unrotated)                         Number of params =  189

Factor	Eigenvalue	Difference	Proportion	Cumulative
Factor1	5.62405	3.53597	0.3163	0.3163
Factor2	2.08808	0.29543	0.1174	0.4337
Factor3	1.79265	0.26927	0.1008	0.5346
Factor4	1.52338	0.12258	0.0857	0.6202
Factor5	1.40080	0.26113	0.0788	0.6990
Factor6	1.13967	0.05942	0.0641	0.7631
Factor7	1.08025	0.26649	0.0608	0.8239
Factor8	0.81376	0.13143	0.0458	0.8696
Factor9	0.68233	0.05343	0.0384	0.9080
Factor10	0.62891	0.08586	0.0354	0.9434
Factor11	0.54304	0.02790	0.0305	0.9739
Factor12	0.51515	0.04899	0.0290	1.0029
Factor13	0.46615	0.15012	0.0262	1.0291
Factor14	0.31603	0.01554	0.0178	1.0469
Factor15	0.30048	0.09273	0.0169	1.0638
Factor16	0.20776	0.04233	0.0117	1.0755
Factor17	0.16543	0.03129	0.0093	1.0848
Factor18	0.13414	0.11178	0.0075	1.0923
Factor19	0.02237	0.03770	0.0013	1.0936
Factor20	-0.01533	0.03679	-0.0009	1.0927
Factor21	-0.05213	0.01360	-0.0029	1.0898
Factor22	-0.06572	0.03513	-0.0037	1.0861
Factor23	-0.10086	0.03641	-0.0057	1.0804
Factor24	-0.13727	0.02178	-0.0077	1.0727
Factor25	-0.15905	0.02078	-0.0089	1.0638
Factor26	-0.17983	0.01828	-0.0101	1.0536
Factor27	-0.19812	0.04103	-0.0111	1.0425
Factor28	-0.23915	0.00848	-0.0135	1.0291
Factor29	-0.24763	0.02135	-0.0139	1.0151
Factor30	-0.26898	.	-0.0151	1.0000

LR test: independent vs. saturated:  $\chi^2(435) = 1140.26$  Prob> $\chi^2 = 0.0000$

(The analysis has retained 7 factors that explain the most variances in terms of 30 items survey )

Factor loadings (pattern matrix) and unique variances

Variable	Factor1	Factor2	Factor3	Factor4	Factor5	Factor6	Factor7	Uniqueness
Q1	0.4643							0.3428
Q2	0.6291							0.3748
Q3	0.6068				0.4554			0.3506
Q4								0.6220
Q5								0.8056
Q6		0.4492			0.4268			0.5321
Q7	0.5406							0.4313

Q8	0.6958							0.3671
Q9	0.6340					-0.4773		0.2060
Q10	0.5596							0.4355
Q11								0.6185
Q12	0.4711							0.5329
Q13	0.4306							0.6156
Q14								0.5493
Q15	0.5076							0.5585
Q16							0.5371	0.4929
Q17					0.4228			0.5439
Q18_	0.4159				0.4794			0.3402
Q19		-0.4866						0.4533
Q20	0.6198							0.3954
Q21								0.6085
Q22								0.8658
Q23			0.6249					0.3498
Q24								0.5714
Q25	0.4328	0.4286						0.5273
Q26								0.7315
Q27								0.5842
Q28								0.6405
Q29	0.4725						-0.4173	0.4891
Q30	0.4449				0.4706			0.4144

(blanks represent abs(loading)<.4)

. rotate, varimax

Factor analysis/correlation                      Number of obs =        90  
Method: principal factors                      Retained factors =     7  
Rotation: orthogonal varimax (Kaiser off)    Number of params =   189

Factor	Variance	Difference	Proportion	Cumulative
Factor1	2.98571	0.58594	0.1679	0.1679
Factor2	2.39977	0.01483	0.1350	0.3029
Factor3	2.38494	0.24143	0.1341	0.4370
Factor4	2.14351	0.30966	0.1206	0.5576
Factor5	1.83385	0.11068	0.1031	0.6607
Factor6	1.72317	0.54523	0.0969	0.7576
Factor7	1.17794	.	0.0662	0.8239

LR test: independent vs. saturated: chi2(435) = 1140.26 Prob>chi2 = 0.0000

Rotated factor loadings (pattern matrix) and unique variances

Variable	Factor1	Factor2	Factor3	Factor4	Factor5	Factor6	Factor7	Uniqueness
Q1	0.1834	0.3966	0.6522	-0.1544	-0.0431	0.0481	-0.1137	0.3428
Q2	0.5358	0.2441	0.4654	-0.0743	0.0261	0.1757	-0.1575	0.3748
Q3	0.3646	0.1109	0.2274	0.0255	0.6476	0.0953	0.1530	0.3506
Q4	0.3142	-0.0232	0.0096	0.0441	0.2026	0.3879	0.2919	0.6220
Q5	-0.0169	0.1699	0.0936	0.0740	0.0145	-0.3460	-0.1763	0.8056
Q6	0.1042	-0.1556	0.3944	-0.1169	0.2978	-0.1935	0.3708	0.5321

Q7	0.2142	0.0934	0.1573	0.2294	0.2478	0.5849	-0.1820	0.4313
Q8	0.6484	0.2576	0.1989	0.0451	0.1647	0.1297	0.2462	0.3671
Q9	0.8745	0.0252	0.1077	0.0640	0.0984	-0.0315	0.0469	0.2060
Q10	0.5908	0.1444	-0.0181	0.2919	-0.0938	0.2806	-0.1469	0.4355
Q11	0.0606	0.5416	0.2578	-0.0638	-0.1164	-0.0188	-0.0032	0.6185
Q12	0.2544	0.6018	0.0735	0.1191	-0.0701	0.0346	-0.1204	0.5329
Q13	0.4605	0.3633	-0.1617	0.0092	0.1067	0.0342	-0.0392	0.6156
Q14	0.3013	0.3095	-0.0409	0.0341	0.0900	-0.0175	0.5029	0.5493
Q15	0.3153	0.1764	0.0164	0.1284	0.5352	0.0482	-0.0738	0.5585
Q16	-0.0112	0.3278	0.0866	0.4347	-0.0602	-0.3742	0.2439	0.4929
Q17	0.0860	0.0801	-0.0512	0.4855	0.0553	0.4249	0.1424	0.5439
Q18_	0.1838	0.0353	0.1092	0.7595	-0.0973	0.0890	-0.1364	0.3402
Q19	0.0433	0.6383	-0.1799	0.1593	0.2814	-0.0145	0.0155	0.4533
Q20	0.2288	0.6746	0.0878	0.1896	0.1581	0.1076	0.1303	0.3954
Q21	-0.1746	0.0350	0.1433	-0.0245	0.5601	0.1567	-0.0173	0.6085
Q22	-0.0460	-0.0075	-0.0608	0.0317	0.0207	-0.1302	0.3316	0.8658
Q23	0.0417	-0.1228	0.7555	0.1394	0.1694	0.0163	0.1193	0.3498
Q24	0.1240	0.1594	0.3548	0.0678	-0.1612	0.4608	0.1376	0.5714
Q25	0.1081	-0.0217	0.5954	0.2309	0.0769	0.2150	-0.0244	0.5273
Q26	-0.0789	0.0397	0.0018	0.3910	0.1886	-0.1552	-0.2194	0.7315
Q27	0.2643	-0.0569	0.3865	0.3308	0.1940	-0.1997	-0.0798	0.5842
Q28	-0.0061	0.0453	0.2303	0.1417	0.2639	0.4576	-0.0727	0.6405
Q29	0.3720	0.1920	-0.1042	0.2055	0.3803	0.0516	-0.3678	0.4891
Q30	0.0029	0.2057	0.0079	0.6679	0.2609	0.1124	0.1283	0.4144

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Factor rotation matrix

	Factor1	Factor2	Factor3	Factor4	Factor5	Factor6	Factor7
Factor1	0.6137	0.4409	0.3603	0.3435	0.3286	0.2686	0.0334
Factor2	-0.0348	-0.5024	0.7677	-0.3316	0.0976	0.1669	0.0981
Factor3	-0.3634	-0.3876	-0.0535	0.7030	0.2473	0.3585	-0.1757
Factor4	-0.4232	0.3555	0.5019	0.3572	-0.1795	-0.5309	0.0315
Factor5	-0.0684	-0.0968	-0.1498	-0.0489	0.7720	-0.4201	0.4343
Factor6	-0.5510	0.5169	0.0262	-0.3447	0.2717	0.4855	-0.0147
Factor7	-0.0525	0.0056	-0.0537	0.1705	-0.3453	0.2783	0.8767

. rotate, varimax blanks(0.4)

Factor analysis/correlation                      Number of obs =            90  
Method: principal factors                        Retained factors =        7  
Rotation: orthogonal varimax (Kaiser off)      Number of params =      189

Factor	Variance	Difference	Proportion	Cumulative
Factor1	2.98571	0.58594	0.1679	0.1679
Factor2	2.39977	0.01483	0.1350	0.3029
Factor3	2.38494	0.24143	0.1341	0.4370
Factor4	2.14351	0.30966	0.1206	0.5576
Factor5	1.83385	0.11068	0.1031	0.6607
Factor6	1.72317	0.54523	0.0969	0.7576
Factor7	1.17794	.	0.0662	0.8239

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 LR test: independent vs. saturated: chi2(435) = 1140.26 Prob>chi2 = 0.0000

Rotated factor loadings (pattern matrix) and unique variances

Variable	Factor1	Factor2	Factor3	Factor4	Factor5	Factor6	Factor7	Uniqueness
Q1			0.6522					0.3428
Q2	0.5358		0.4654					0.3748
Q3					0.6476			0.3506
Q4								0.6220
Q5								0.8056
Q6								0.5321
Q7						0.5849		0.4313
Q8	0.6484							0.3671
Q9	0.8745							0.2060
Q10	0.5908							0.4355
Q11		0.5416						0.6185
Q12		0.6018						0.5329
Q13	0.4605							0.6156
Q14							0.5029	0.5493
Q15					0.5352			0.5585
Q16				0.4347				0.4929
Q17				0.4855		0.4249		0.5439
Q18_				0.7595				0.3402
Q19		0.6383						0.4533
Q20		0.6746						0.3954
Q21					0.5601			0.6085
Q22								0.8658
Q23			0.7555					0.3498
Q24						0.4608		0.5714
Q25			0.5954					0.5273
Q26								0.7315
Q27								0.5842
Q28						0.4576		0.6405
Q29								0.4891
Q30				0.6679				0.4144

(blanks represent abs(loading)<.4)

Factor rotation matrix

	Factor1	Factor2	Factor3	Factor4	Factor5	Factor6	Factor7
Factor1	0.6137	0.4409	0.3603	0.3435	0.3286	0.2686	0.0334
Factor2	-0.0348	-0.5024	0.7677	-0.3316	0.0976	0.1669	0.0981
Factor3	-0.3634	-0.3876	-0.0535	0.7030	0.2473	0.3585	-0.1757
Factor4	-0.4232	0.3555	0.5019	0.3572	-0.1795	-0.5309	0.0315
Factor5	-0.0684	-0.0968	-0.1498	-0.0489	0.7720	-0.4201	0.4343
Factor6	-0.5510	0.5169	0.0262	-0.3447	0.2717	0.4855	-0.0147
Factor7	-0.0525	0.0056	-0.0537	0.1705	-0.3453	0.2783	0.8767

. estat kmo



Kaiser-Meyer-Olkin measure of sampling adequacy

Variable	kmo
Q1	0.4879
Q2	0.6864
Q3	0.5264
Q4	0.7364
Q5	0.3692
Q6	0.3625
Q7	0.6529
Q8	0.6361
Q9	0.6890
Q10	0.6339
Q11	0.5564
Q12	0.5647
Q13	0.7451
Q14	0.5014
Q15	0.4835
Q16	0.2738
Q17	0.6646
Q18_	0.4063
Q19	0.5936
Q20	0.5976
Q21	0.4640
Q22	0.3066
Q23	0.5221
Q24	0.4445
Q25	0.6508
Q26	0.3103
Q27	0.6405
Q28	0.5741
Q29	0.6409
Q30	0.6064
Overall	0.5575

Factor rotation matrix

	Factor1	Factor2	Factor3	Factor4	Factor5	Factor6	Factor7
Factor1	0.6137	0.4409	0.3603	0.3435	0.3286	0.2686	0.0334
Factor2	-0.0348	-0.5024	0.7677	-0.3316	0.0976	0.1669	0.0981
Factor3	-0.3634	-0.3876	-0.0535	0.7030	0.2473	0.3585	-0.1757
Factor4	-0.4232	0.3555	0.5019	0.3572	-0.1795	-0.5309	0.0315
Factor5	-0.0684	-0.0968	-0.1498	-0.0489	0.7720	-0.4201	0.4343
Factor6	-0.5510	0.5169	0.0262	-0.3447	0.2717	0.4855	-0.0147
Factor7	-0.0525	0.0056	-0.0537	0.1705	-0.3453	0.2783	0.8767