



A Focused Analysis of Recruitment and Performance Management in the Import and Export Industry

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Abstract

While many studies have been conducted on recruitment and performance management, there is a paucity of research on these two functions within the industry. Recruitment and performance management are vital human capital and human resource (HR) functions that play a crucial role in guaranteeing an organisation's ability to achieve its business strategy. Furthermore, studies have shown that in recent years, performance management has become intrinsic to most organisations. The research comprised five phases of data collection from 151 randomly selected respondents. A questionnaire was developed and distributed to gain insight into how these two functions were executed within the industry under investigation. Thereafter a performance management module was developed and implemented, and the questionnaire was redistributed after six months. The results support the view that the functions of recruitment and performance management are poorly managed within the industry. Furthermore, the intervention of the performance management module indicates that interaction with employees relating to individual performance enhances both their work performance and general awareness of inter-personal and organisational issues. The findings from this research suggest that recruitment and performance management are essential HR practices often overlooked in an environment that is extremely demanding. Disregard of these practices, especially performance management, has proved to have a negative impact on employee job performance. It is therefore recommended that organisations follow processes and invest in such programmes, not only to achieve their organisational goals, but also to develop and enhance employee performance. This study has specific and important implications for the import and export industry, substantiating the researcher's premise that effective recruitment and performance management can improve and facilitate the management of the industry's employees.

Keywords: Data analysis, Employee, Employment relationship, Human capital, Human resource management (HRM), Performance management, Recruitment.



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1. Introduction

Organizations currently compete in an environment where talented people are understood to be the key to the success of the business. This then stands to reason that a company's strength should be built on the quality of its employees.

Formerly, people worked solely for socio-considerations. Work was a means to providing the family with the basic essentials for life. Today's inconsistent and competitive business environment has brought about a shift in outlook as people no longer work because of socio-economic considerations alone. Although there is little doubt that many people work in order to satisfy needs to live, as well as wants, there are a few other reasons such as job security, sense of achievement, sense of purpose and to make new friends; to name but a few. Nonetheless, people work and organizations are confronted with having to match the best potential candidate to a specific job; this function is known as recruitment. Hiring staff is a task that every organization will face in order to satisfy the needs of a company. The specific job will be analyzed and candidates must be attracted to that job. A lengthy process is then followed until the best suited candidate is placed in that particular job in order to ensure that those particular tasks/duties are carried out. The question then arises as to whether that recruit is actually needed, should he/she not be capable of performing those particular tasks/duties.

Skill shortages are faced by countless organizations for various reasons such as: losing employees to competitors, employees immigrating with the family, the increasing impact of AIDS on the workplace and

affirmative action applied incorrectly to name but a few; despite the fact that this is over and above the shortcomings that the company faces. Times have changed in the business world to the extent that legislation requires companies to focus on training and development, performance management, career management and succession planning as well as policies. Previously, performance management was believed to only be beneficial to the employer as management needed to assess whether they were paying staff the appropriate salary. However, performance management is both beneficial and important for the employee and employer. From the employers' viewpoint, performance management will assist in understanding and evaluating the current performance of employees, identify any shortcoming, establish training needs and so much more.

The employee on the other hand will receive feedback with regards to his/her performance. This feedback provides an outline to be used when assessing future career development. When focusing on human capital, it is easy to see that recruitment and performance management are functions that are to be performed in order to deal with or manage some of the factors that human capital encompasses. Human capital plays a crucial role in guaranteeing that an organisation has the capacity to provide the specific product or service required by the clients. To ensure that this takes place, effective recruitment processes, policies, procedures and practices must be developed and implemented in order to employ the right people with all the necessary abilities and competencies. The bottom line is that the finest strategy will fail without the right people in the right places to execute it. This is because human skills are required in ninety nine percent (99%) of organisations in order to implement and execute the business strategy.

Kong and Thomson (2009) explain that in the last few decades employees have been widely recognised as a valuable resource; however the debate has now shifted from whether human resources are important to how important they are in an organisation. Employees bring knowledge to an organization and this is believed to provide the organisation with a valuable asset. In the fierce economy of today, organisations are forced to compete for the best talent as this facilitates the effective functioning of the business and this is one of the reasons why human capital has become more prominent; another is because of the increase in diversity.

Individual performance contributes to the overall performance of the organization and as such it is essential that the right labor is recruited and the performance of this labor is managed constantly and effectively, so as to contribute to successful employee job performance and to the competitiveness of the organization.

2. Manifested Problem

Recruitment and performance management are critical functions in companies where specific policies, processes and procedures exist. The purpose of these policies is to offer support to employers when attending to recruitment and performance management functions. Do companies adhere to the recruitment policies, standards and procedures when recruiting candidates to fill all positions or only when senior positions are being filled? In addition to this, is it only the performance of these employees that will be monitored, as the company stands to lose money or its reputation!

When a candidate is not measured against any particular selection criteria, then the possibility of not selecting the best candidate is amplified. This is a result of the proper recruitment process only being utilised for certain positions.

Furthermore, when the performance of an employee is not monitored and managed; the organisation cannot be certain that the employee is performing effectively in the particular role. This is specifically how an individual could end up in a position that he/she is not suited for. Another outcome is that the individual may not perform at his/her full potential as the job does not bring out any of the employees' strengths. In some instances only the weaknesses of the individual will be displayed.

The question which led to the focused analysis of both recruitment and performance management, is whether these are being adhered to as stipulated by the company.

3. Literature Review

The biggest hurdle to success is simply failure to plan and prepare. This statement applies to many aspects, including recruitment and performance management. Recruitment deals with the individuals that a company attracts and performance management takes it one step further in aiding management to recognise and retain good performers. In some instances, performance management may lead to the realisation that an employee needs more training or at worse, dismiss under-performers. Employees of an organisation are valuable assets and as such, the evaluation, monitoring and measurement of performance should receive as much attention as the recruitment of the employees.

This is supported by Laroche and Rutherford (2007) who explains that most organisations confess that the quality of their employees does play a critical role in the success of the organisation. Recruiting, retaining and managing people well, provides the finest competitive advantage. Having the finest workforce begins with the critically important step of recruiting the finest people.

As a result of the necessity to recruit and retain the right candidates, human resources (HR) plays an increasingly important role in business today. Recruitment is the process whereby organisations source and attract not only suitable but qualified candidates for job openings. Swanepoel *et al.* (2006) supports this statement and describes recruitment 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 organisation in achieving its objectives. Organisations depend on their staff's performance in order to achieve targets, goals and business objectives; and in order to achieve this it is imperative that organisations necessitate candidates with the proper knowledge, skills and ability.

Earlier on it was mentioned that an organisation must attract qualified candidates in order to survive and grow. Stone (2002) explains that the management of an organisation must anticipate changes in the organisation's environment to ensure that people who are recruited have the unique skills and know-how required by the

organisation's strategic business objectives. Strategic recruitment does this by linking recruiting activities to the organisation's business objectives and culture.

Recruitment is not only concerned with placing the best candidate in a vacant position; it aims at achieving the finest fit between the candidate, the job and the organisation. [Ivancevich \(2004\)](#) defines recruiting as a set of activities that an organisation uses to attract job candidates who have the abilities and attitudes needed to help the organisation achieve its objectives. According to [Coetzee and Schreuder \(2010\)](#) the importance of recruiting and selecting the right people, including scarce and critical skills, and of being seen as an employer of choice, has been enhanced by the increasingly competitive and globalised business environment and the requirement for quality and customer service.

Therefore, recruitment is increasingly regarded as a critical human resource function for organisational success and survival. Agreeing with this statement is [Walker et al. \(2008\)](#) who in addition explain that the task of recruiting qualified job seekers becomes more difficult considering demographic trends that limit the number of qualified workers in the applicant pool.

This is yet another reason why recruitment is regarded as an extremely important function for organisations. Furthermore, the systematic attraction, selection and retention of competent and experienced scarce and critical skills have become core elements of competitive strategy, and an essential part of an organisations' strategic capability for adapting to competition.

[Taylor and Collins \(2000\)](#) provide more information relating to recruitment detailing that organisations in a variety of sectors find that they are engaged in fierce and continuing battles with competitors for the recruitment of the best and brightest new hires. Agreeing with this statement is [Cascio \(2003\)](#), identifying recruitment as a form of business competition that is fiercely competitive. As organisations compete to develop, manufacture and market the best product or service, they must also compete to identify, attract and recruit the most qualified people.

[Askehave \(2010\)](#) also explains that the fierce competition for talent amongst organisations is created when a permanent shortage of skilled workers is evident. Furthermore agreeing with this line of thinking is [Brock and Buckley \(2013\)](#) explaining that an organisation's ability to recruit and retain and even develop the best employees becomes essential for developing and sustaining a competitive advantage.

While all organisations function differently within the various industries and make use of innumerable detailed definitions of recruitment, the purpose and importance of recruitment for all organisations remain the same. Recruitment is an acknowledgement of a request from the organisation that additional personnel are required and recruitment begins with identifying this requirement. In certain instances management may deviate from policies and procedures in order to fill a position with a person desired in that role and thereafter, neglect to evaluate and monitor the performance. If people are any organisations' most valuable asset then effective management of performance as well as recruitment should be seen as essential functions that do not alter based on certain positions. This is the reason for the researcher's choice of the problem.

According to <http://recruitment.naukrihub.com> an integral part of any organisations' human resource planning as well as their competitive advantage is the function of recruitment. Locating and attracting the right candidate for the right position is vital and contributes considerably towards the organisations' strategic advantage.

It is important that organisations make use of their recruitment process as this facilitates selecting the best candidate for the organisation. Recruitment is becoming more important in every business sector due to the competitive global world as well as the increasing flexibility in the labour market. [Stone \(2002\)](#) supports this statement and states the following:

“The pressures of competition, cost saving, downsizing and global skill shortages have made recruitment a top priority.”

Recruitment is therefore the first step in satisfying the needs of any organisation in order to assist in achieving the organisations' objectives.

According to [Beardwell and Claydon \(2007\)](#) the current state of recruitment and selection is complex because a variety of internal and external factors continue to influence the process. These factors are constantly changing and the environment in which the recruitment process operates is dynamic and increasingly uncertain. There is no common solution to this uncertainty that organisations worldwide could apply; organisations need to adapt to accommodate their needs.

A candidate that is selected to fill a position is the individual who is the best fit as he/she possesses the required qualification, skills, knowledge and attitude for that particular job. If good employees are required in an organisation, then surely the management of the performance of these employees should be just as important; due to the impact that it has on the growth and success rate of the organisation.

Performance management is a crucial function and an essential tool, yet is not performed correctly by some organisations due to those involved in the process not being properly equipped to do so. Performance management is yet another function that benefits both the employee and employer and no matter the size of the organisation; it is imperative that time, money and effort is invested into.

The bottom line is that people and their performance must be managed; not overlooked. [Tung et al. \(2011\)](#) explain that if organisations are to survive in today's rapidly changing environment they must identify their existing position, clarify goals and operate more effectively. Performance measurement systems will assist organisations in achieving such objectives.

This is supported by the website <http://www.mbapartnership.com.au> which states the following:

“Performance management principles are needed wherever in the world people interact with their environments to produce desired effects. Cultures are different but the laws of behaviour are the same worldwide. Performance management can be described as a strategic and integrated approach to increasing the effectiveness of organisations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors”.

A fundamental factor of performance management is that it is a shared process between managers and the individuals or teams that they manage and as such, the parties involved should take advantage of this. Performance management is based on discussions and an agreement of objectives, requirements, work performance, training and development plans. It is a crucial element of any organisation which is why it embraces the input of the parties concerned.

More and more organisations have come to learn and perceive performance management as an encouraging, supportive, productive and beneficial process in order to assist the employee in reaching their full potential through creating an environment contributing to just that. [Schraeder and Jordan \(2011\)](#) elucidate that the management of employee performance is now regarded as an essential function and this is due to the fact that sustained competitiveness of organisations may very well hinge on the overall effectiveness of this function. This is not specifically astounding given the fact that the employees symbolise a significant asset for organisations, which means that employee's individual and combined performances should be recognised as playing a vital role in helping the organisation achieve overall objectives.

Initially, performance management was not perceived well by management due to the fact that during the process it forced them to move away from the old-fashioned style of management, where what the manager says, goes. This is supported by [Armstrong \(2006\)](#) who explains that performance management processes have become prominent in recent years as a means of providing a more integrated and continuous approach to the management of performance than was provided by previous isolated and often inadequate merit rating or performance appraisal schemes. Performance management is based on the principle of management by agreement rather than management by command.

[Bagraim et al. \(2010\)](#) provides a straight forward and understandable definition of performance management, stating that the essence of it is:

“Establishing a framework in which performance by human resources can be directed, monitored, motivated and refined, and that the links in the cycle can be audited.”

Furthermore, [Hunter \(2012\)](#) defines performance management as a technique that is being applied by a large number of organisations and incorporates the more effective aspects of management by objectives, goal setting, performance appraisal, training and coaching.

It has already been established that a requirement for business success is to plan and recruit the right people for the right position. In order to ensure that this is maintained, performance management comes into play; what gets done must be measured in order to be compared with the required results. Organisations differ and for this very reason the performance management programme of each organisation should be designed or developed so as to fit that particular organisation. Performance management has become vital because employees are an essential part of running any organisation efficiently and effectively.

Human resource management plays a role in the success of an organisation because of the qualities that come along with human capital; and in order to acquire the benefit of these qualities, the effective management thereof comes into play. This is supported by [Noe et al. \(2011\)](#) who explains that with regards to the human resource management practices: the analysis and design of work deals with the development and designing of jobs, human resource planning is the practice of determining how many employees with specific knowledge and skills are required, recruitment encompasses attracting potential employees and selection is the task of choosing employees, training and development is the task of teaching employees how to perform in jobs and preparing employees for the future, compensation is the rewarding of employees, performance management is the very important task of evaluating performance and employee relations deals with creating a positive work environment.

Recruitment and performance management are the two human resource management practices that are the focus of this study and that assist any organization with its performance; individual performance therefore contributes towards organizational performance. This then means that recruitment and performance management go hand in hand and also, that each of these two human resource management practices will have an impact on the job performance of an employee.

4. Research Methodology

The main aim of this research project was to develop a better understanding, through a focused analysis of recruitment and performance management in the Imports and Exports Industry. The main aim is coupled with the task of developing awareness, amongst all levels of management, with regards to the importance of carrying out the recruitment and performance management functions as procedurally documented in the form of policies.

In this study, the population and sample on which the investigation was carried out was the Imports & Exports Industry in Cape Town. The companies falling in this industry offer a variety of services. The industry itself can be very fast paced and majority of the time there is little room for planning. For this very reason, the researcher was intrigued to explore whether this kind of fast-paced industry utilises both the recruitment and performance management functions correctly. The methodology used will be clarified through the use of five (5) phases, as follows:

Phase 1: The development of the questionnaire

[Zikmund et al. \(2010\)](#) outline that a questionnaire is relevant to the extent that all information collected addresses a research question that will help the researcher address the present problem being investigated. The researcher should however, be specific about data needs and have a rationale for every element of information being requested.

The main reason for a questionnaire being chosen was due to the fact that at times respondents are too scared to answer questions truthfully and face-to-face; a questionnaire eliminates this fear for respondents. An advantage of questionnaires is that the respondents may remain anonymous if they so choose. [Brynard and Hanekom \(1997\)](#)

explain that an additional advantage with questionnaires is that respondents have time to think about the answers to questions in the questionnaire. The researcher therefore deemed a questionnaire as the most appropriate data collection method for the purpose of this study.

Based on what the researcher was focusing on, it made sense to make use of the Likert scale for measurement in the questionnaire. The reason for this is based on the explanation provided by [Cooper and Schindler \(2011\)](#) state the following:

“The Likert scale is the most frequently used variation of the summated rating scale. Summated rating scales consist of statements that express either a favourable or an unfavourable attitude toward the objective of interest. The participant is asked to agree or disagree with each statement. Each response is given a numerical score to reflect its degree of attitudinal favourableness, and the scores may be summed to measure the participant’s overall attitude.”

With regards to the questionnaire, certain questions had to be asked in order to measure or determine the use of the recruitment as well as performance management processes. The questions or statements asked were all created from the various steps conducted in the recruitment and performance management process; by the researcher.

A pilot study was conducted with ten (10) of the respondents in the target population, in order to detect any weaknesses in the design of the initial questionnaire.

Phase 2: Distribution of the Questionnaire

[Cooper and Schindler \(2011\)](#) clarified that a population is the total collection of elements in which the researcher aimed to make particular interpretations. The population was the Imports and Exports Industry within Cape Town. It must be understood that this industry is colossal as the services offered are of such a diverse nature. For this very reason, the researcher was extremely precise with the definition of this industry. For the purpose of this study, the definition of imports and exports will refer to only those companies that:

- Operate by packing exports and unpack imports
- Provide the transportation and storage of full containers
- Provide storage of cargo
- Not only supply these services to one client; but multiple clients

This definition eliminates many companies from this wide-ranging industry, but for the purpose of this study the definition was to be particularly precise. Those companies falling within this definition compete against each other for the title of the market leader in the Imports and Exports Industry within Cape Town. There are various other services offered by companies in conjunction with the above mentioned functions; however should they not offer a minimum of two of the above mentioned services they would be eliminated from the study. The questionnaire was distributed amongst one hundred and fifty one (151) respondents, working at various companies in the Imports and Exports Industry within Cape Town.

Phase 3: Development of the Performance Management Programme

For the purpose of this study the performance management programme that was to be developed, could not be time consuming. In certain companies a performance management programme did not exist, while in other companies a programme did exist but was not utilised or only utilised on certain employees. Certain elements of performance management necessitate that managers or supervisor have been equipped with specific skills in order to assist with and carry out this important function. However, due to time constraints, a basic performance management programme was to be developed. A programme that was simple and straight forward and one that any person within any one of the companies in the Imports and Exports Industry within Cape Town; could understand and work.

This programme was to incorporate various sections. These sections included that focusing on the employees’ work or job performance, as well as a section that deals with work at present and what is required for future performance. The performance management programme was developed by the researcher after reviewing various performance management programmes.

Phase 4: Implementation of the Performance Management Programme

The performance management programme was only implemented on those employees who received a score of sixty-two (62) or less on question one (1); the section of the questionnaire that dealt with performance management. This score was calculated by looking at the vital questions that respondents should have “Agreed” or “Strongly Agreed” should the company have a performance management programme in place.

Irrespective of whether the particular company had a performance management programme in place, the programme that was developed by the researcher was to be made use of. Most managers indicated that they would like to be involved in the process of managing their employees’ performance. There were instances that managers or supervisors required assistance with regards to carrying out this function. In such instances, the researcher gladly assisted those managers and supervisor telephonically or by setting up a meeting to explain the programme. It was not a necessity that the researcher be present when the programme was being implemented. The implementation of the performance management programme itself did not take that long; most meetings took about 30 – 40 minutes, if that.

Phase 5: Re-distribution of the Performance Management Questionnaire

The researcher waited six (6) months before re-distributing the performance management questionnaire; this is so that it could be determined a while after the intervention (performance management programme) whether employees acknowledged that a performance management programme is in place. Re-distributing the questionnaire immediately after the intervention was not the best time as all employees would then acknowledge the performance management programme; the aim was to determine whether management had followed up on employees’ performance, resulting in employees acknowledging the performance management programme sometime after the initial implementation.

The researcher also re-distributed the behavioural criteria summary sheet at the same time. This sheet was where the employees' performance was rated on; and by re-distributing it, the researcher could determine whether there was a difference in the rating of the employees' job performance after the implementation of the performance management programme.

5. Results and Discussion

5.1. Performance Management

The descriptive statistics of the performance management questionnaire reflect a distinct difference, particularly in the mean of the re-distributed questionnaire as it had increased significantly to the extent that it had almost doubled. The increase in the mean (average) after the re-distribution of the questionnaire is more than likely due to human manipulation. The Cronbach's Alpha Based Test confirmed the reliability of the statements used in the questionnaire. The paired samples test confirmed that the two means were in fact different from each other when measuring the pre and post-test scores after exposure to the intervention. The pre and post-test scores are received from the same people, suggesting an underlying relationship between the scores. The paired samples test substantiates what has been discovered in descriptive statistics. The intervention is the only discrepancy when looking at all factors relating to the pre and post-test scores, which suggest that the intervention is the reason for the increase in the mean.

The paired differences t-test concluded that there is a statistically significant difference between the two means. Furthermore, the confidence interval has confirmed the result of the t-test. By examining all tables relating to the initial distribution and the re-distribution of the performance management questionnaire, the end result is that the outcome of the re-distributed questionnaire is enhanced. All tests confirmed that there was a significant difference in the statistics obtained from the different variables.

The two variables were the statistics collected from the initial completed questionnaire and the statistics collected from the completed re-distributed questionnaire. There was no difference in the substance of the questionnaires; however the re-distributed questionnaire was subsequent to an intervention. This intervention encompassed a performance appraisal and a brief discussion regarding training, short and long-term goals of the employee and performance in general to name but few categories. The statistics have confirmed that when an organisation understands, shows an interest in and carries out the performance management function effectively, employees' responses towards the function will be positive and constructive. Based on the results received, it is recommended that organisations implement and maintain a performance management programme.

All companies operating in this industry ought to invest in a suitable performance management programme; a programme that has been developed and shaped to the needs and culture of the company. Performance management is an increasingly popular topic in today's economy but is a function that should be focused on because organisations need to be more efficient and effective in order to remain competitive. When performance management is mentioned, people tend to only think of the performance appraisal and the negative side of it; but performance management is so much more.

Not only does performance management reward good performance; but it provides opportunities for improving performance. This process encourages managers make time to provide employees with regular feedback relating to their performance, resulting in strengths and weaknesses being identified. Good performance is recognized and rewarded and in incidents of poor performance, ways are identified in which performance can be improved.

Performance management provides the opportunity for employees to enhance knowledge in their current job, which in turn helps to gain skills for future advancement and job opportunities. Another important factor is that performance management provides employees with a clear understanding of their job expectations which eliminates workplace ambiguities; as the employee is allowed the opportunity to think about and discuss their duties, responsibilities, and goals. Having employees included in the section relating to the job expectations, makes the employee feel included and important. Where the employee may have suggestions or sentiments, the manager will consider them and should the employee have and any questions from the employee are to be clarified by the manager.

By managing performance, the organization creates an environment that is conducive to enhancing employees' skills through training, development, motivating, guiding, supporting, coaching and mentoring; and this will assist the employees with making better use of their skills; thus improving individual job performance and organizational effectiveness. A performance management module is a system that organizations can use every day in order to care for employees as well as pay attention to their performance. This module is to be viewed as a system that serves to provide managers with the strength required in order to instill reliability and performance management as a daily process within the organization. Furthermore, this module is a means through which knowledge regarding performance can be acquired in order for decisions to be made relating to improvements in employee performance and work processes. People are essential in any organization and a performance management module will help build support, guidance and momentum. Such a module can work well on its own and/or in conjunction with various other modules that will benefit the organization. A performance management model that can be utilized as a guideline during such a system may be perused in figure 5.1.

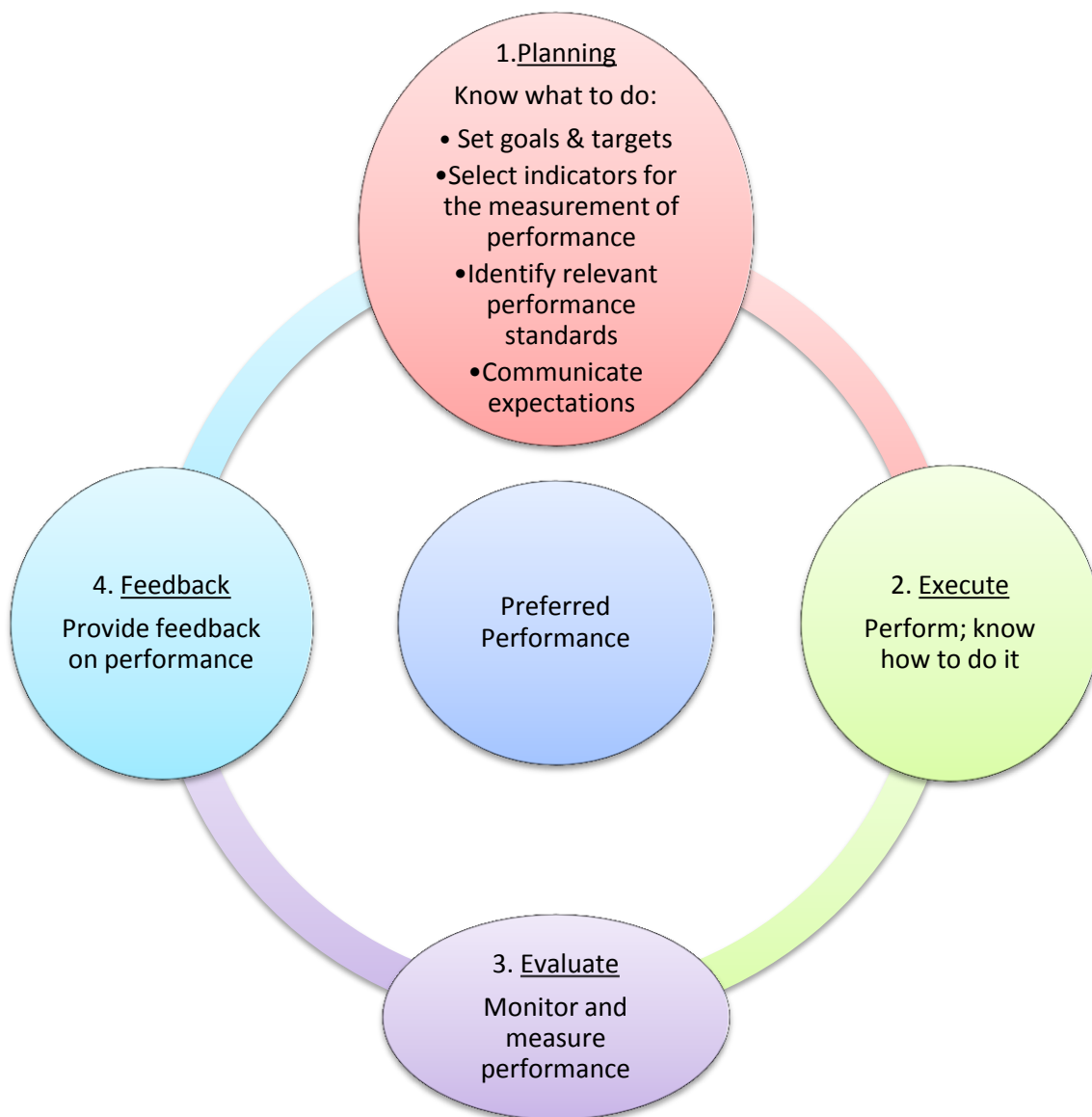


Figure-5.1 Performance Management Model

Source: Present Researcher

5.2. Employee Performance

The behavioral criteria sheet is the performance appraisal that was conducted during the intervention and again six (6) months later. The results received from the descriptive statistics illustrates that the mean has increased; even though this increase is marginal, the fact that the mean has increased is important. In addition to the mean increasing, it was also detected that the mode had also increased. This means that employees' responses have become slightly more favourable with regards to the options being selected. The results have increased to some extent indicating that the performance intervention has had a positive impact on the performance of the employees. A difference denotes that respondents or employees performance has been enhanced because of the performance intervention.

The paired samples tables have confirmed that not only have the means (pre and post-test scores) increased, but that there is a statistically significant difference. The behavioural criteria sheet was re-distributed six months after the intervention, which then means that the intervention was the reason for the increase in the means. While not every criterion for every respondent has improved, the fact that there is a significant difference proves that some involvement from management with regards to employee performance has a positive influence.

This statement is supported by the results depicted in all tables relating to the behavioral criteria sheet. This then confirms that the slightest bit of interaction with employees regarding their performance, offering support and guidance, monitoring and evaluating their performance and providing them with feedback, has a positive effect on performance resulting in its enhancement.

One of the objectives of every organization is not only to survive but to become profitable. A large portion of achieving this objective depends on the employees' performance. The information above has proven that managing employees' performance does enhance it to a certain extent. As a result, organizations should create a culture that is conducive to managing employee performance.

5.3. Recruitment

Cross tabulation tables were used to analyze the results of the recruitment questionnaire. The tables confirmed that the organizations within the specified industry do follow the recruitment process; however, this process has not been followed with the majority of the employees. Chi-square tests were conducted for all statements in the recruitment questionnaire and gave valid results in all instances. It is important to understand that certain steps in the recruitment process would be considered more crucial for an external candidate than an internal candidate, due to the fact the external candidate is coming into the organisation's environment uninformed of many conditions.

Before the recruitment process commences, it is imperative that the needs of a vacant or newly created position are realistic as one downfall of many organizations is creating unrealistic specifications; the position is to be portrayed as accurately as possible. Applicants must be made aware of potential challenges and demands of the position. It is crucial that the organization recruits the right individual, into the right job, at the right time. Recruiting staff is essential, but a costly exercise in any organization and as such it should be done properly. An organization may have the latest technology and resources, but without the right people it will battle to achieve the required results. Recruitment is a topical area and has become ever more important due to the fact that the employees of an organization are the foundation of the competitive advantage. A recruitment model facilitates management with executing this function effectively. An example of such a model is seen in figure 5.2.

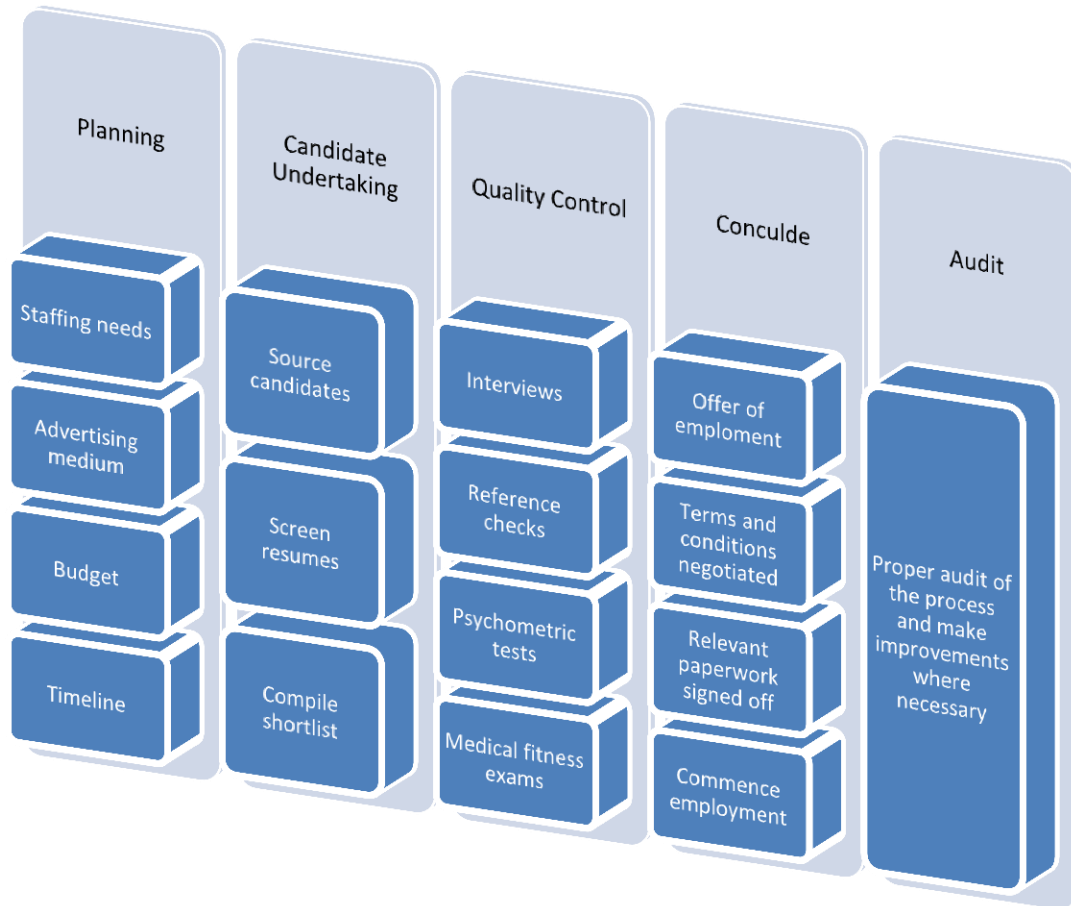


Figure-5.2. Recruitment Model

Source: Present Researcher

6. Conclusion

Recruitment and performance management are imperative HR practices that are often overlooked in an environment that is unplanned and extremely demanding. Yet, a disregard for these practices, especially performance management, has proven to have a negative impact on employee job performance. Investing time and effort into both the recruitment and performance management processes, has bountiful benefits for the employee and the organization.

If organizations want to be successful and have productive employees with a high standard of performance then it must be realized that the monitoring, evaluating and managing of employee performance is just as important as the recruitment of new employees.

These two HR practices, inclusive of the processes thereof, are crucial and if not executed in the approved manner, a negative impact on employee job performance will be particularly evident. Both recruitment and performance management are HR practices that face constant challenges, but what makes all the difference when organizations deem employees their biggest asset, ensure that the vast changes are understood as well as keep abreast with the changes. Recruitment and performance management are two functions that deal with the human capital of the organization; in that these functions view individuals as critical contributors to the success of the organization. Understanding how the human capital of the organization contributes to its success will support and strengthen both the recruitment and performance management functions.

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