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RECRUITMENT OUTCOMES: CONTRASTING DIFFERENT RECRUITMENT METHODS

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Abstract

Skilled employees are highly marketable resulting in increased labour turnover and increased costs are making a case for improvement in recruitment outcomes. Different recruitment methods are used to contrast satisfaction levels: at entering the organisation through a recruitment process, in the first two months, at current levels and the impact on commitment and job tenure. The research is conducted from a job seeker's point of view to improve awareness of outcomes and to highlight to the employer the benefits and drawbacks of using different methods.

The research was conducted in two phases, the first being interviews which were held to aid in the design of a valid questionnaire. The second phase being a questionnaire looked at aspects of the recruitment outcomes of 49 people that recently changed jobs. This included looking at the shocks and surprises when entering a new organisation and measuring satisfaction.

There are no differences between the experiences of candidates recruited through the three methods of recruitment tested. Candidates are committed, but the research concludes that their intention to stay has not been affected by their level of commitment. The recruitment process should receive more attention as it may determine recruitment outcomes and the need for recruitment in the future is likely to increase.

Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Masters of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Albert Blake Terblanche

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1 CHAPTER 1: Introduction to research problem

1.1 Introduction

Russo, Rietveld, Nijkamp and Gorter (1995) assign improved company performance to competent individuals. Grobler, Warnich, Carrell, Elbert and Hatfield (2008) define recruitment as the process of acquiring applicants who are suitably qualified for the available positions in the company. Recruitment becomes necessary due to promotions, demotions, transfers and turnover, with turnover being the type that is not necessarily under the control of the company. Employee turnover is described as the movement of employees out of the organisation. There are different methods available to find candidates for these positions. Grobler *et al* (2008) categorise candidates as being either from internal or external sources. Internal candidates are sourced through promotions, transfers and job rotations. External candidates include school leavers, graduates and other skilled candidates and are sourced through recruitment agencies, head-hunters, direct applications and referrals from other employees.

The processes to recruit from these two groups differ: internal recruitment uses job postings through which a posting is placed for open positions and internal candidates may then apply; external candidates are recruited through several different methods: direct employment, employee referrals, recruitment agencies and through advertising. Grobler *et al* (2008) note that companies use agencies as a screening mechanism to locate qualified candidates and to screen out

unqualified candidates, thus reducing the risk that companies have with employing directly or through advertising. For purposes of this research paper recruitment through agencies is referred to as traditional recruitment. Grobler *et al* (2008) further describes networking as a process using referrals from employees, whereby an employee uses an informal personal network of professional contacts and resources to find recruitment candidates. Ibarra and Hunter (2007) supports this by describing networking as personal contacts that will provide support, feedback, insight, resources and information.

High recruitment costs in organisations have led to organisations seeking to improve their effectiveness at recruiting and reducing employee turnover. Recruitment through traditional recruitment agencies is expensive when compared to recruiting through a social network. In both cases the outcome on the job seeker may differ from a productivity and job satisfaction perspective.

Grobler *et al* (2008) estimate that the cost of turnover is high and note that the costs include recruitment and selection costs, training and development costs, lower productivity and programme disruptions. Each of these cost items increase the overall cost of attracting new recruits to the organisation and therefore organisations have started looking at ways to reduce this cost by either retaining existing staff or by reducing the cost of bringing in new recruits. The escalating cost of recruitment provides a business case for research into methods of reducing such costs. Grobler *et al* (2008) describe social and professional networking as a method that is both cost effective and effective in finding candidates that will fit with

the organisation as the referring employees place their own reputations on the line. Hanson (2000) describes referrals as effective because of the implied mutual interests, trust and reciprocity.

Recruitment outcomes are thus important to understand and manage. Aggarwal and Bhargava (2008) conclude that the employee relationship commences with the recruitment process and that the recruitment process influences how employees react when their expectations are not met. Filstad (2004) highlighted that the personal characteristics of new employees such as expectations correlate with the experience of the first four to six weeks in the new job which leads to the outcome. Taris, Feij and Capel (2006) conclude that outcomes are affected indirectly through lowered intrinsic work values – unmet expectations results in lower commitment. Flood, Turner, Ramamoorthy and Pearson (2001) see two processes with a direct impact on commitment: meritocracy and justice. These determine the employee's propensity to stay given that the position offered is both challenging and interesting. The expectations from the knowledge worker is thus high in terms of what the organisation should offer, much the same as the expectation from the organisation with respect to what the knowledge worker has to offer.

Moser (2005) concludes that internal recruitment results in less unmet expectations compared to external recruitment and as a result organisational commitment and job satisfaction is higher. Internal appointments are noted to arrive informed about the organisation by doing research before interviews. When evaluating recruitments, it is seen that new employees often leave the organisation very soon

after joining. O'Shea and Kirrane (2008) concluded that candidates valued their work life balance and organisations that do not recognise these expectations will be less likely to attract new employees.

1.2 Scope of research

Carter and Scarbrough (2001) describe knowledge workers' skills as personal equity that is important to the productivity of a firm, thereby describing knowledge workers as investments rather than overhead costs. Flood *et al* (2001) place the onus on knowledge workers to innovate. The research will be conducted on knowledge workers due to the role that they continue to play in business. Outcomes of using different recruitment methods affect individual expectations when recruiting knowledge workers. The recruitment methods used will be limited to recruitment through social and professional networks and recruitment through traditional methods, specifically recruitment agencies. Internal appointments, head-hunters and other forms of recruitment are excluded from this research. The research paper looks at the outcomes from a job seeker perspective.

1.3 Research problem and aims

This research is focused on recruitment outcomes by using different recruitment methods, specifically through referrals or social networking and recruitment through agencies. Recruitment through a referral or a social or professional networking opportunity could create different expectations compared to recruitment through traditional recruitment agencies. This research project contrasts the outcomes of recruitment through social and professional networking to employment

agency recruitments from the point of view of the job seeker. The research focuses on how the recruitment method influences job satisfaction and what effect this has on job tenure and commitment.

Recruitment is expensive for all organisations. High employee turnover rates are costly to organisations and include several factors such as the cost of recruitment and the opportunity cost of the loss of knowledge. As a result organisations have a clear incentive to reduce employee turnover and to optimise its recruitment processes for purposes of learning and improvement. Different methods of recruitment may have different outcomes on the candidates. In many cases, there is a substantial cost differential between recruiting through an agency and using a social or professional network. This can make an interesting contrast as it could provide a business case for social and professional networking. However, this research contrasts outcomes from a job seeker perspective.

The research aims to improve a job seeker's understanding of the different methods and the expected outcomes of the different methods. This consequently may lead to job seekers choosing the more appropriate method for their individual career path thereby improving the likelihood of a successful appointment. Further to this, organisations may also improve their understanding of candidates' expectations, the outcomes as well as the benefits and drawbacks of the two selected methods of recruitment.

2 CHAPTER 2: Literature review

2.1 Introduction

Understanding the differences between the different methods of recruitment requires an understanding of the current business environment and the people that make it work. Candidates employed through the two methods have different expectations and as a result recruitment outcomes are likely to vary. For purposes of this research, knowledge workers were selected as the subject matter due their relative importance to the new world economy. Knowledge workers create a dynamic new business environment which we refer to as the new world of work.

The dynamic environment has been pushed to economies across the globe spearheaded by multinational companies. The speed of business has increased through competition fuelled by the globalised economy. The new business environment has created a demand for more skills. To attract skills, business needs to understand which recruitment methods are the most effective to attract and retain the skills. Within the modern organisation socialisation is playing a more important role as newcomers learn and adopt the organisational culture from the current employees.

2.2 The new world of work

Baker (1999) noted that the 1980s and 1990s heralded significant change in economies: increased globalisation and global competition, the decay of traditional industries and the rise of new ones, the privatisation of much activity that was

previously in the public domain, the reduction in power of trade unions, the impact of information technology; all these and other socioeconomic and political factors have caused a rethink of the way in which organisations are managed. This new environment is referred to as the new world of work. Drucker (1998) defines the knowledge worker as someone who knows more about his or her job than anyone else in the organisation and also notes that the knowledge worker is the hope to competitive advantage in developing economies.

Switzer (2008) notes that the knowledge worker will no longer be told what the task is, or how to achieve the results. Knowledge workers will determine outcomes and take responsibility for the success of their actions. In addition to that, knowledge workers must strive for improvements in what they are doing.

Carter and Scarbrough (2001) contrast knowledge workers to professional workers by noting that professional workers work from knowledge by drawing on a specific body of knowledge whereas a knowledge worker works with knowledge. Carter and Scarbrough (2001) further note that:

- Knowledge workers' skills are important to the productivity of the firm.
- Knowledge workers are viewed as investments rather than overhead costs.
- The knowledge carried by these workers is seen as personal equity.

Carter and Scarbrough (2001) highlight that the recruitment, development and retention of such knowledge workers require far more attention than it is currently receiving.

Despres and Hiltrop (1995) contrast traditional and knowledge workers in Table 1 below.

Table 1: Despres and Hiltrop (1995) - Contrasting knowledge work with traditional work

Comparative	Knowledge work	Traditional work
Employee's career information	External to the organisation through years of education and socialisation	Internal to the organisation through training, development, rules and prescriptive career schemes
Employee's loyalty	To professions, networks and peers	To the organisation and its career systems
Skill / knowledge sets	Specialised and deep, but often with diffuse peripheral focuses	Narrow and often functional
Locus of work	In groups and projects	Narrow and often individual
Focus of work	Customers, problems, issues	Tasks, objectives, performance
Skill obsolescence	Rapid	Gradual
Activity / feedback cycles	Lengthy from a business perspective	Primary and of an immediate nature
Performance measures	Process effectiveness. Potentially great, but often erratic	Little (as planned), but regular and dependable
Impact on company success	A few major contributions of strategic and long term importance	Many small contributions that support the master plan

The need to embrace the new world of work in a globalised economy is illustrated by Baker (1999) specifically in respect of globalisation, which leads to the quest for knowledge workers that will result in strategic and long term benefits to the firm in the changing world of work as described by Despres and Hiltrop (1995). Flood *et al* (2001) note that firms are changing strategy from value appropriation to value

creation and reliance is placed on knowledge workers to create and innovate. The state of the psychological contract between the organisation and the individual determines the level of creativity and innovation that the employee will be prepared to release.

The modern organisation requires the expertise of the knowledge worker in order to compete. Open markets have forced business to maintain effective internal and external processes. These workers use their knowledge and skills to improve the competitive edge of the company by innovating and by running more effective organisations than the competition. As these workers have become the norm in organisations, it is a necessity rather to attract and retain knowledge workers. It therefore becomes necessary to look into recruitment methods to see how it affects knowledge workers.

2.3 Recruitment – selection errors and perceived outputs

The effectiveness of an organisation depends on the effectiveness of its employees (Grobler *et al*, 2008). It is further evident that without a quality workforce, an organisation is destined for mediocre performance, thereby highlighting the criticality of this human resource function. The importance of the process to introduce employees to the organisation, known as socialisation or orientation is also noted.

Aggarwal and Bhargava (2008) reason that the employee relationship commences with the recruitment process because the initial processes followed influence how

employees react when their expectations are not met. A well managed recruitment process will therefore have a positive influence on the employee relationship and consequently the recruitment process could also be responsible for mismatches.

Sims (1994) identified four items that employers need to be cognisant of when employing in order to create realistic job expectations:

- Candidates will not select a job should it not look interesting.
- Candidates that have a full understanding of the job that still commit to their decision are likely to not change their decision.
- A realistic job preview of the job results in realistic job expectations.
- Individuals cope better with situations that they anticipate as opposed to surprises.

Russo *et al* (1995) note that recruitment is an important function to the organisation as recruiting the most competent individuals will improve the company's performance. It is further noted that workers have differing abilities and also display different productivity levels in different firms with the same position. A firm therefore has two concerns that need to be addressed through its recruitment strategy: uncertainty about the demands of the job and uncertainty about the individual's abilities. Russo *et al* (1995) conclude that firms use communication strategies such as job analysis to overcome uncertainty about the demands of the job and uses job selection criteria with an aim to match job seekers to the right jobs to counter uncertainty about the individual's abilities.

In terms of applying its recruitment strategy a firm can use several channels to find candidates: informal channels which include referrals by friends, external channels which include recruitment agencies, internal channels which include employee referrals and formal channels which include newspapers and labour agencies. The preference is the referral types of recruitment simply because of the references provided. This pre-screening method allows the employer to address both the problems posed because it has the knowledge of the job as well as knowledge of the prospective employee. The prospective employee in turn has greater insight into the organisation and the job and is therefore more likely to stay as expectations are likely to be met. It is further noted that job mobility increases the risk of employees leaving the organisation and as a result of such turnover it is likely that regular recruitment will result in selection errors.

Flood *et al* (2001) propose that two organisational processes, meritocracy and justice have a direct impact on the organisational commitment of the employee as well as the propensity to stay with the organisation, in addition to the position offered being challenging and interesting. Further to that three other variables mediate these two processes: met expectations, the perceived obligation to contribute and the felt obligation to conform.

Pate, Martin and McGoldrick (2003) define the outcomes of a violation in psychological contracts to include reduced organisational commitment, job satisfaction and cynicism. A violation may lead to rupture which can lead to behavioural changes, reduced citizenship and effort.

Sutton and Griffin (2004) examines pre entry expectations, post entry experiences and psychological contract violations with respect to work related outcomes. The experience of the job and the interaction with the employer in regards to such experience determines job satisfaction, which determines employee turnover. In order to promote desirable outcomes Sutton and Griffin (2004) propose the renegotiation of psychological contracts and to avoid violation of such contracts promises in regards to these contracts need to be fulfilled. These include training, supervision, promotion and job security.

Unmet expectations affect work outcomes directly as employees withdraw from unrewarding relational exchanges (Taris *et al*, 2006). Work outcomes are also affected indirectly through lowered intrinsic work values - employees consider values as less important over time when expectations are not met with the result being a downward adjustment in motivation and output. Further to these, the met expectations are more important over time than the unmet expectations. Importantly, met expectations determine whether employees will run the extra mile.

Sutherland and Jordaan (2004) conclude that commitment does not predict job tenure and have identified three antecedents to labour turnover: internal factors that are within an organisation's control such as shocks and management, external factors that are outside of the organisation's control such as unsolicited approaches and lastly employee specific issues such as knowledge worker characteristics. Critically, on the topic of employee retention, the research found that there is a de-linking of commitment and an employee's propensity to leave.

Further research to determine the factors influencing a knowledge worker's propensity to leave, resulted in the following non-exhaustive list:

- Lack of challenging work
- Level of trust in management
- Lack of career development
- Incentive pay
- Base pay
- Recognition
- Freedom
- Career planning
- Relationship with manager
- Issues raised that are left unattended

Both employers and new employees should understand the mechanisms used to integrate into a new organisation. The likelihood of the recruitment process leading to more success in recruitment outcomes can be improved by supplementing the current socialisation process. To minimise shocks and surprises upon initial appointment the socialisation process can be supplemented through additional communication to prospective candidates. Unmet expectations are likely to lead to newcomers leaving the organisation.

The literature draws the conclusion that newcomers entering the organisation through referrals or social networks tend to have a clearer perception of the organisation, its culture and the work to be performed. As a result, such newcomers are less likely to leave when compared to appointments through traditional recruitment channels.

2.4 Recruiting a new world of work candidate

Traditional recruitment, for purposes of this study includes recruitment through formal external recruitment agencies and recruitment head hunters, but excludes all appointments from internal sources, such as promotions and internally interviewed candidates. Social and professional network appointments for purposes of this study include internal and external appointments where networks were used to find and appoint candidates.

How would recruitment methods be adjusted to attract knowledge workers? Considering that loyalty is low according to Despres and Hiltrop (1995), the psychological contract need some understanding. Rousseau (2004) defines psychological contracts as beliefs, based upon premises expressed or implied, regarding an exchange agreement between an individual and, in organisations, the employing firm and its agents. The creative energy of employees can only be released if such employees are committed to the organisation – such commitment cannot be achieved through employment contracts only and therefore the psychological contracts have become important (Flood *et al*, 2001). Such contracts are dynamic and need to be reviewed regularly.

Rousseau (2004) categorises psychological contracts into three categories: relational (loyalty and stability), transactional (narrow duties or short term) and balanced contracts (risk sharing by the employer and employee). Rousseau (2004) further states that workers create their own psychological contracts in three ways:

- Career goals that define an opportunity as a long term opportunity or as a stepping stone, being relational or transactional contracts respectively;
- Personality: sensitive workers prefer transactional contracts; conscientious workers prefer relational contracts;
- A special negotiated employment contract implies relational contracts.

The employer should therefore improve its understanding of the assignment / employment in order to understand how it would impact the workers. Russo, *et al* (1995) note that self initiated employees are generally more motivated and have better knowledge of the job.

Garavan, Morley, Gunnigle and Collins (2001) note the following changes in the employment market from an individual human capital perspective:

- Careers are no longer about hierarchy but rather milestones to enhance competencies.
- Developing competencies is not the only tool to enhance careers. The use and development of networks and team work also enhances careers.
- Self employment may answer more of the above and should be sought out by individuals.

O'Shea and Kirrane (2008) note that organisations must understand that new candidates have well developed attitudes towards work life balance and therefore psychological contracts have to be defined early on to improve career success and development. If organisations are seen to not fulfil expectations of work life balance it is likely that such organisations will not be able to attract new employees.

Organisations need to establish themselves not only from a product perspective but also from a culture and people perspective to attract and retain staff. This strategy must be internalised by the organisation and become a culture because the people already in the organisation form part of the introduction to the organisation and consequently the learning from them should be an accurate reflection on the organisation.

2.5 Organisational socialisation

Organisational socialisation is described by Van Maanen and Schein (1979) as the process in which the experiences of individuals in transition from one role to another are structured for them by others in the organisation. Van Maanen and Schein (1979) also describe it as the process through which an individual acquires the social knowledge and skills to assume an organisational role. Yang (2008) concludes that individual commitment to an organisation is largely dependent on their attitudes, feelings and involvement in the organisation. Yang (2008) also notes that social activities are used to understand behaviour, to transfer information and ultimately creates trust amongst individuals.

Filstad (2004) highlighted that the most important personal characteristics new employees have are expectations, experience, self-confidence and competitive instinct. There is a relationship between these characteristics and the experience of the first four to six weeks in the new job which ultimately leads to the socialisation outcome. Newcomers to the organisation make use of role models to assist them in the socialisation process.

Ardts, Jansen and Van Der Velde (2001) note that all new employees experience formal and informal socialisation practices. Organisations can control formal socialisation procedures and have limited control over informal procedures. Informal procedures refer to social interaction between employees due to the number of interactions between employees throughout the organisation. Informal interaction can have an adverse effect should the current employees not have instructions on how to treat new employees.

Moser (2005) notes that post hire outcomes such as met expectations, job satisfaction and organisational commitment are influenced by organisational socialisation. Settoon and Adkins (1997) describe socialisation as the process through which newcomers change from outsiders to insiders. Socialisation has become an imperative for organisations to learn due to the high costs from staff turnover.

Van Maanen and Schein (1979) describe six tactics which organisations may use to design the transfer of information to new employees:

- *Collective versus individual* – this is the extent to which new employees are subjected to socialisation procedures such as on the job training.
- *Formal versus informal* – the extent of separating new employees from current employees through a formal process of socialisation.
- *Sequential versus random* – the extent of steps to mastering a job as specified by an organisation.
- *Fixed versus variable* – the extent of the previous step in terms of timelines or path.
- *Serial versus disjunctive* – the extent of the availability of current employees to serve as mentors / models.
- *Investiture versus divestiture* – the extent which the process affirms the identity of the new employee.

The research highlights the need for cognisance of the process which a newcomer follows to adapt to the new organisation. Business has an interest in using this process to its full advantage but does also need to take cognisance of the fact that it is driven by people which may provide inconsistent and fragmented information. The two selected recruitment methods may provide different results from a socialisation point of view – social networking candidates may already know people within the organisation and a transition would therefore be smoother due to their understanding of the organisation and its people before starting employment. Candidates entering through an agency may find entry more fragmented because

they do not have the background or the reference to provide them with starting point. Therefore, at this point to define social networking from a recruitment perspective because it does offer some advantages to the newcomer as well as the employer.

2.6 Social networking

Ibarra and Hunter (2007) define networking as the creation of a fabric of personal contacts that will provide support, feedback, insight, resources and information. They go on to state that successful leaders have a nose for opportunity and a knack for knowing whom to tap into to get things done.

Ibarra and Hunter (2007) defined three forms of networking:

- *Operational networking*: developing good working relationships with the people that can help to get the job done. Ensuring coordination and cooperation amongst people who have to know and work with each other drives operational networking through necessity. This is also defined as the first and most natural step for most managers.
- *Personal networking*: to manage the risk of leaders becoming highly focussed on internal matters such leaders seek kindred spirits from outside their organisations to help gain new perspectives. Leaders seek these kindred spirits outside of their organisations to help them gain new perspectives and thereby furthering their careers. The quality of these networks and the fact that such discretionary links are in place as a result of a common factor create significant referral potential.

- *Strategic networking:* lateral and vertical relationships with other functional and business unit managers become a lifeline for figuring out how leaders' own contributions fit into the big picture. This provides the power to achieve personal and organisational goals.

Recruiting stakeholders, lining up allies and sympathisers, diagnosing the political landscape and brokering conversations among unconnected parties are all part of a leader's job according to Ibarra and Hunter (2007). Hanson (2000) concludes that personal contacts are effective because they imply mutual interests, trust and reciprocity. He further notes that the level of information regarding possible opportunities is far superior to that which formal channels such as a job description or an advertisement can provide by offering / presenting much more information regarding other areas of the work such as working conditions and practices used by the firm. Using such information ultimately leads to a better match between workers and employers.

Hanson (2000) notes that understanding what expectations are for the relationship, from an employee perspective is more effective due to the personal knowledge and experience of the candidate's needs and skills. It is also noted that networks are pervasive and should therefore be understood and reviewed from a strategic point of view in terms of how networks will serve their goals. Garavan *et al* (2001) argue that competency enhancement is achieved through allowing an employee to move throughout the organisation with the firms thus becoming networking firms. This improves the marketability of the employees both internally and externally.

Cross, Parker, Prusak and Borgatti (2001) notes that little systematic effort has been put into understanding social and professional networks and the sharing of knowledge, given that employees place significant reliance on their knowledge and the knowledge of these networks for solving problems. Langford (2000) suggests that networking behaviour may contribute to objective career success by serving as a form of personal marketing by notifying the individual of possible opportunities that may benefit him or her. Langford (2000) suggests that networking interacts with an individual's dependency on others in his or her environment to predict objective career success.

- For objective career success a wide range of networking strategies have been identified such as work related associations, fulfilment of committee positions.
- For development of objective career success relationship quality should be built across a wide range of people and groups.

Langford (2000) determined what degree of success can be derived from the quality of social networks which could lead to career success and also investigated types of behaviour which individuals can engage in with the view of maintaining social networks. This suggests that individuals can influence the consequences of their networks.

McCallum and O'Connell (2008) note that organisations which nurture their relational skills develop leadership and the development of social capital is suggested through an open mind set in regards to boundary crossing, leveraging

relational aspects of leadership and actively building networks and storytelling skills. Both Ibarra and Hunter (2007) and Hanson (2000) illustrate the advantages in terms of met expectations by employing through social networks when compared to traditional recruitment. As these networks have become part of the fabric of business, knowledge workers aiming for success will need to develop and maintain such networks for a competitive advantage.

2.7 Conclusion

With knowledge workers being touted as the competitive advantage of companies of the future (Drucker, 1998), companies need to evaluate their human resource strategies. Job seekers from this group have adapted to new methods of recruitment in order to realise their changing career goals. The search for knowledge and a milestone approach are central to knowledge worker careers (Garavan *et al*, 2001). Understanding such methods and the outcomes thereof is necessary to recruit knowledge workers. Carter and Scarbrough (2001) concludes that recruitment, development and retention require more attention than it is currently receiving and Rousseau (2004) notes that career goals may define an opportunity as either a long term goal or merely as a stepping stone. Moser (2005) concludes that a successful appointment is dependent on the social networks within the organisation whilst Ibarra and Hunter (2007) point out that leaders make use of networks to get things done.

The literature supports networking as a frequently used and trusted method in current business and also concludes that it has substantial support mainly due to

the cost savings in respect of recruitment cost as well as the use of respected and trusted references. The jobseeker not only needs to understand how the methods differ and which method would be the most appropriate for the individual, but also needs to understand how recruitment outcomes differ between the methods. Employers also have an interest in the results – notable differences between the methods could affect recruitment outcomes.

3 CHAPTER 3: Research questions

Research questions were selected to understand the outcomes of the recruitment process focusing on how outcomes differ for the job seeker depending on the recruitment method selected.

Research question 1A

How satisfied are recently recruited employees with the recruitment process followed for the new job?

Research question 1B

Do groups of respondents selected by different recruitment methods experience significant differences in the recruitment process?

Research question 2A

How satisfied are recently recruited employees with their new jobs within the first two months of starting such jobs?

Research question 2B

Do groups of respondents selected by different recruitment methods have different experiences in the first two months?

Research question 3A

What were the shocks and surprises experienced by recently recruited employees when starting the new job?

Research question 3B

Do groups of respondents selected by different recruitment methods have different experiences of shocks / surprises?

Research question 4A

How satisfied are recently recruited employees currently with their jobs?

Research question 4B

Do groups of respondents selected by different recruitment methods have different levels of satisfaction in their jobs?

Research question 5A

What is the level of commitment of recently recruited employees and how long do the employees intend to stay in the new job?

Research question 5B

Do groups of respondents selected by different recruitment methods have different levels of commitment and do they have different tenures?

Research question 5C

Is there a correlation between an employee's job satisfaction, commitment and the intended duration of stay at an organisation?

4 CHAPTER 4: Research methodology

4.1 Rationale for proposed method

The study aims at exploring different recruitment outcomes based on the different recruitment methods. The study followed a two phased design: in the first phase a qualitative approach in the form of interviews was followed which aided in the design of a valid questionnaire for the second phase, in which a quantitative approach in the form of a self administered survey was taken. The design and analysis aimed to understand from the perspective of the job seeker what differences there are between different recruitment methods.

4.2 Phase 1: individual interviews

4.2.1 Methodology

The interviews, being the first stage of the exploratory study consisted of face to face interviews with open ended questions that were selected to be consistent with the goals of the research study. The purpose of face to face interviews was to highlight constructs to be included in Phase 2 being the self administered questionnaires. An interview is described by Zikmund (2003) as a face to face contact method of gathering information from an individual. It is also described as a flexible method of two way conversation between the interviewer and the respondent. Zikmund (2003) also describes open ended questions as a problem posed to the respondent requiring a response in his or her own words. Open ended questions are more appropriate when the range of responses is not known

(Zikmund, 2003). Interviews offer benefits that suit the purpose that they are used for in this study: feedback regarding sensitive matters may be provided due to the confidential nature of the interview and unclear answers can be followed up or probed (Zikmund, 2003).

4.2.2 Population and sampling

The face to face interviews were held with four candidates, selected through purposive sampling. Zikmund (2003) describes purposive sampling as a procedure used to obtain candidates that meet certain criteria. The selection criteria were candidates that have had both positive and negative experiences through being recently recruited by means of either social and professional networks or traditional recruitment. Of the four candidates selected, three were employed through social and professional networks and one was employed through a traditional recruitment agency. One of the social and professional networking candidates was approached through a network but was subjected to a rigorous interview and recruitment process to determine skills and organisational fit. This method created a similar profile to recruitment through a traditional recruitment agency. Interviewer bias is described as the bias in the responses of subjects due to the influence of the interviewer (Zikmund, 2003). Bias from the interviewer may be a concern, but this risk was lowered through careful selection of the candidates and by using open ended questions.

4.2.3 Interview questions

The interviews had open ended questions. The interview guideline is shown in Appendix A. The questions were designed to provide an understanding of the constructs around met and unmet expectations and job satisfaction outcomes for the recruitment methods selected.

4.2.4 Data analysis

The feedback from the interviews were consolidated and structured through content analysis. Content analysis is a technique used for the objective, systematic and quantitative description of the manifest content of communication (Zikmund, 2003). The results of the interviews have been used to assist in the design of the questions included in the formal self administered survey that followed afterwards. A category of results were added to the self administered surveys as a result of the interviews, being recruitment through social and professional networking combined with a rigorous selection method. The results of Phase 1 are shown at the beginning of Chapter 5.

4.3 Phase 2: self administered surveys

4.3.1 Methodology

The self administered survey, being the second stage of the survey provided quantitative data. The self administered survey was aimed to contrast the two selected recruitment methods on four levels: differing expectations, shocks and surprises on entering a new job, job satisfaction and the propensity of candidates to leave. Zikmund (2003) notes that self administered surveys do not require the

presence of the interviewer and that these surveys will be suitable to determine patterns in a sample group.

The questionnaires started with a definition of the recruitment methods selected thereby setting the background of the survey to the user. The questionnaire explored job satisfaction levels of such appointments specifically in relation to the opportunity offered and the outcomes of such opportunity. It also explored career paths that are based on the psychological contracts created with these appointments and it evaluated what the outcome of the recruitment method was on retention. For this purpose an open ended question was incorporated to include qualitative data on differences in expectations from candidates.

4.3.2 Population and sampling

The population for the self administered survey was directed at 49 candidates of whom 18 respondents were recruited through traditional recruitment methods and 31 respondents through social and professional networks, 13 of which were subjected to a rigorous selection process and 18 without. The survey aimed for a wide demographic distribution of respondents to get a range of knowledge workers' perceptions.

The sampling was driven by a quota method but was also a combination of purposive and snowball sampling to extend the number of respondents to the survey. Quota sampling is a non-probability sampling procedure that ensures that certain characteristics of the sample will be represented to the exact extent that the

researcher desires (Zikmund, 2003). Snowball sampling refers to a procedure in which initial respondents are selected by probability methods and additional respondents are obtained from information provided by the initial respondents (Zikmund, 2003).

4.3.3 Questionnaire

The questionnaire design was based on the literature review and the constructs attained from Phase 1. The questionnaire included in Appendix B was structured around four sections: section A being demographic and background information; section B being the recruitment process and respondents' satisfaction therewith; section C being the respondents' experience in the first two months and section D being the respondents' current satisfaction levels and the expected duration of their stay at the organisation. The questionnaire consisted mainly of questions with a five point Likert scale and one open ended question. A Likert scale is a measure to allow respondents to respond within a range from positive to negative in regards to statements and questions posed (Zikmund, 2003).

The questionnaire was pretested with one candidate to ensure that the wording was appropriate, the flow and format was clear and natural and that the questions were simple to understand and answer. The design that consists of mainly Likert scale responses aided in improving the ease to answer and reduced the time required from the respondents, with only one open ended question included.

4.3.4 Data analysis

Quantitative analysis was applied and responses on section B to section D were measured on a five point Likert scale.

The data collected from the surveys was analysed through descriptive statistics, which is used to summarise a population / data sample (Zikmund, 2003). Results were rank ordered by satisfaction levels, with the ranking determined by combining very satisfied and somewhat satisfied responses. The data was then analysed through SAS by using non parametric descriptives by comparing the three data sets, being social and professional networking, social and professional networking with a rigorous selection method and traditional recruitment. Non parametric tests do not assume normality (Zikmund, 2003).

Due to a third category being added after Phase 1, the Kruskal-Wallis test was used to analyse the data from sections B and C of the questionnaire being the sections on expectations. Zikmund (2003) notes that the Kruskal-Wallis test is used when three or more populations are not normally distributed or when it cannot be assumed that the samples are from populations that are equal in variability, or ordinal data. All data was tested at a significance level of 0.1. Grouping the categories and assigning a rank to each observation, where equal observations get a rank value equal to the average of the rank it covers. The three groups were of a similar size, thereby making comparisons easier. The Kruskal-Wallis tests were performed on all the data for research questions 1A to 5C. The null hypothesis is

that there is no difference between the three groups of data. The alternate hypotheses state that the three groups of data are different.

Because job satisfaction plays a large role with regards to a candidate's propensity to stay and their level of performance, a Spearman's correlation analysis was used to test the correlation between candidates' job satisfaction, their commitment to the organisation and their intent to stay at the organisation.

A Spearman Rank order correlation coefficient for a non parametric data is used if it cannot be assumed that data is metric (Zikmund, 2003). A Spearman rank order correlation was used to analyse job satisfaction being section D of the questionnaire. All data was tested at a significance level of 0.1. The ranking method used in the Kruskal-Wallis test was also applied to this data.

4.4 Research limitations

The limitations to this research are predominantly around the size and distribution of the sample. The relative small sample size of 49 respondents may be too small to draw conclusions from. The sample does not reflect accurate racial or gender distribution, but is rather a function of the selection of respondents by the researcher combined with some degree of snowball sampling. The sample includes respondents from predominantly two industries, financial services and telecommunication, both being the result of the purposive sampling technique used that limited the result to the respondents known to the researcher. Using the snowballing technique improved the sample by adding a more diverse range of

respondents, but it represents a smaller portion of the respondents when comparing to the other techniques.

Adding a third category to the sample reduced the number of responses per category. Further to this, the time lapse to completing the surveys may affect the ability of the respondents to recall their experiences as the survey explores the recruitment process and the first two months of the new job both being at the start of the new employment. Experiences may have differed from the first two months to the current, but the passing of time could have influenced the respondents' ability to recall such differences. However, approximately half the respondents have changed their jobs within the last 12 months which may result in improved memory recall.

5 CHAPTER 5: Results

5.1 Phase 1 data

Face to face interviews were held with four candidates. Three of the respondents were recruited through social and professional networks and one candidate was recruited through an agency. The responses to the four open ended questions are included in Table 2 below.

Table 2: Face to face interview results

	Candidate 1	Candidate 2	Candidate 3	Candidate 4
Gender	Male	Female	Female	Male
Race	White	White	White	White
Recruitment method	Social networking	Social networking	Recruitment agency	Social networking with rigorous selection process
The benefits of the recruitment method	<ul style="list-style-type: none"> - Known to environment - Easy entry - Perceived culture 	<ul style="list-style-type: none"> - Easy process, less stress - Background of culture, knew pitch of interview 	<ul style="list-style-type: none"> - Accommodating process, easy decision - Pre screening trust, agent's ability provide trust 	<ul style="list-style-type: none"> - Contact's availability because of social friendship - Skills match due to pre knowledge - Easy entry, also helped to next opportunity
The drawbacks of the recruitment method	<ul style="list-style-type: none"> - Network contacts outgrow each other - Unclear job expectations - Reputation with fellow employees - Misrepresented relationship with contact - Choice limited to network 	<ul style="list-style-type: none"> - Did not ask the right questions, preconceived opinions - Less negotiation power 	<ul style="list-style-type: none"> - Candidate does work, agent gets paid 	<ul style="list-style-type: none"> - Personal pressure due to relationship being more than contractual - Unsure with regards to performance – is it due to friendship

	Candidate 1	Candidate 2	Candidate 3	Candidate 4
The shocks / surprises	<ul style="list-style-type: none"> - Culture differences - Scope creep - Overqualified - Other employees cautious for reputation - Conflict internally - You are a fix to someone else's problem 	<ul style="list-style-type: none"> - Social knowledge does not indicate professional capability - Change resistance, despite "new" branded opportunity 	<ul style="list-style-type: none"> - Company more professional and organised than expected 	<ul style="list-style-type: none"> - Was given more scope than anticipated
Expectations that were met and which not	<ul style="list-style-type: none"> - Met – remuneration - Unmet – ethical considerations "you owe me" - Unmet - Skills were not used 	<ul style="list-style-type: none"> - Met - People, job, flexibility - Unmet – skills levels, culture with low labour turnover (retail), little knowledge workers 	<ul style="list-style-type: none"> - No negatives, made sure homework was done 	<ul style="list-style-type: none"> - Contract duration extended
Satisfaction	Very dissatisfied	Very satisfied	Very satisfied	Very satisfied
Staying commitment	Left recently	No intention to change, seeing opportunities in organisation	No plans to move	Contract ended

The last candidate was recruited through social networking, but had been subjected to a rigorous selection process which included psychometric testing. The process followed had an impact on the experience of the candidate, which prompted a third category of recruitment to be added to the self administered questionnaire. The summarised key points from the interviews are listed in Table 3 below.

Table 3: Summary of face to face interviews

	Networking	Agencies
The benefits of the recruitment method	<ul style="list-style-type: none"> - Ease of entry and process - Known culture 	<ul style="list-style-type: none"> - Process easy - Trust in agent
The drawbacks of the recruitment method	<ul style="list-style-type: none"> - Relationship can be misconstrued by other employees - The relationship increases pressure to perform - Are the performance expectations being met? 	<ul style="list-style-type: none"> - Agency fees are high for very little work
The shocks / surprises	<ul style="list-style-type: none"> - Culture - Social culture does not provide adequate insight into professional capability 	<ul style="list-style-type: none"> - Very little of note
Expectations that were met and which not	<ul style="list-style-type: none"> - Met – flexibility, job satisfaction - Unmet - Ethics of recruiting contact 	<ul style="list-style-type: none"> - Expectations were met – homework was done
Satisfaction	Satisfied	Very satisfied
Staying commitment	No plans to change / left already	Staying

Two issues evident from the interviews are that the relationship with the contact in the organisation being a source of concern for respondents possibly due to it being misconstrued by other employees; and performance concerns from both a performance management and a propensity to perform beyond what is required perspective.

The purpose of the interviews was to improve the design of a valid questionnaire. Issues identified in the interviews were therefore integrated into the questionnaire. More specifically, a third category of data was added as a result of the interviews.

The third category added was recruitment through social and professional networks with a rigorous recruitment method which included tests such as psychometric tests. The category was added due to it being clear that the process resulted in different expectations from the candidate.

5.2 Phase 2 demographics

The sample included more females than males, with the white population representing 65% of the sample. Respondents were requested to indicate whether they had a degree or not. Of the sample 21% did not have a degree, but the selection process ensured that these respondents are part of the knowledge economy, with the testimony represented in the data regarding the respondents' current roles. Only 7% of the respondents do not fulfil a management or specialist role. The demographics are presented in Figures 1 – 4 below.

Figure 1: Qualifications

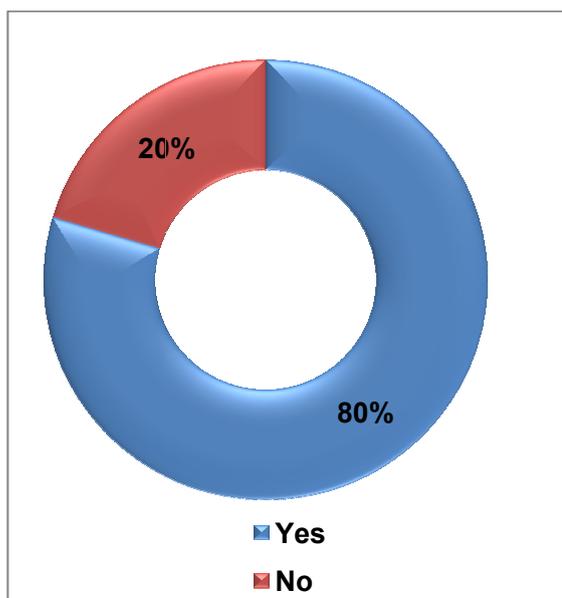


Figure 2: Current role

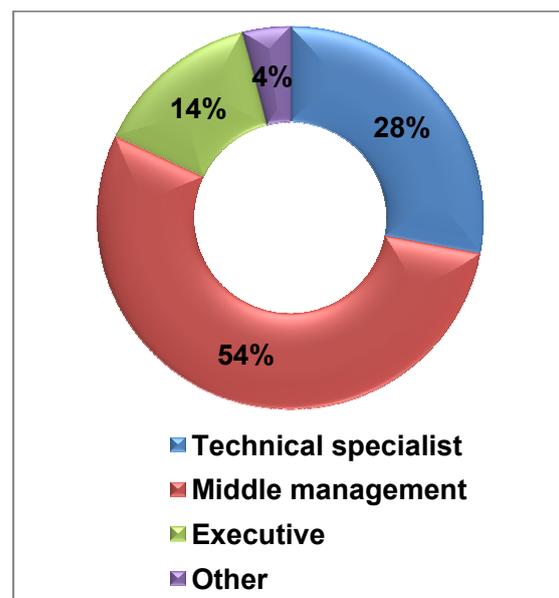


Figure 3: Duration of current employment

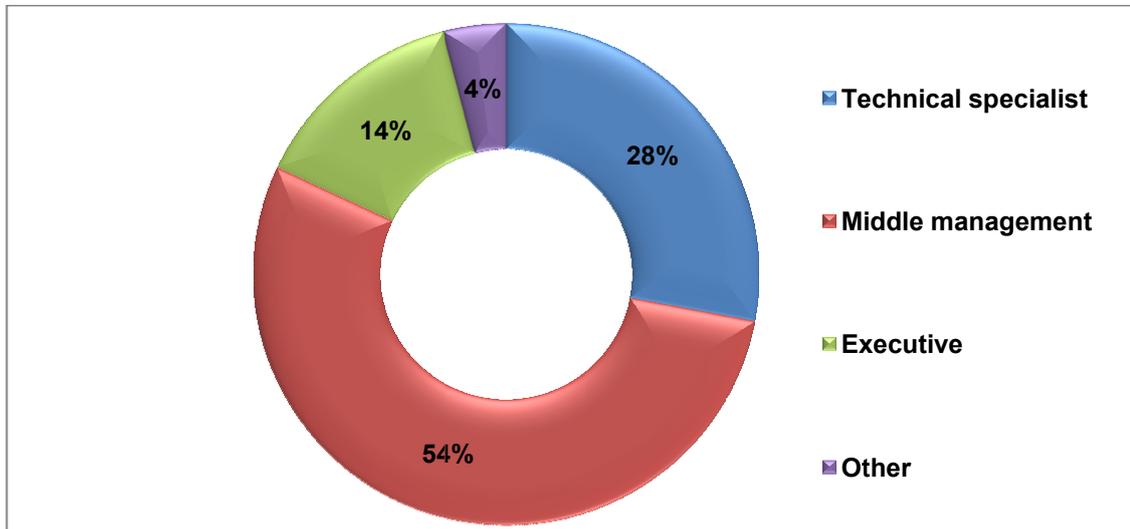
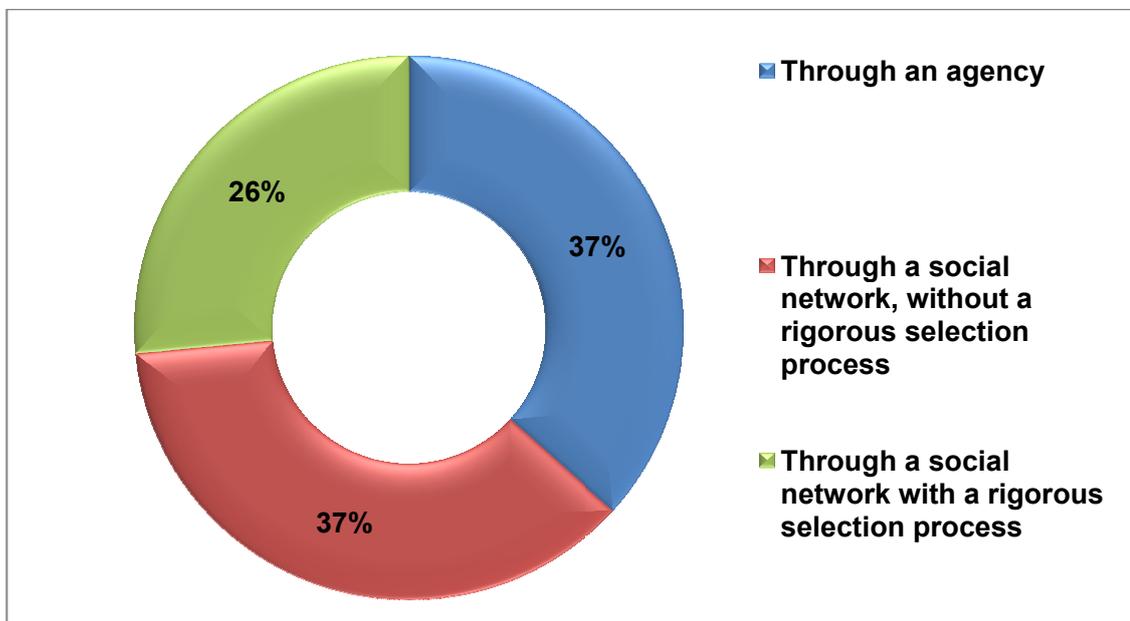


Figure 4: Method of recruitment



5.3 Phase 2 data

Purposive and snowball sampling resulted in 49 respondents completing the questionnaire. The responses have been rank ordered, with the highest rank being the most responses to the combination of the somewhat satisfied and very satisfied options. A summary of the respondents is set out in Table 4 below.

Table 4: Research data: respondents

Gender		Female	Male
		30	19

Race	Black	White	Asian & Indian	Coloured
	9	31	8	1

Do you have a degree?		Yes	No
		39	10

How would you best describe your current role?			
Technical specialist	Middle management	Executive	Other, please specify below
12	27	7	3

How long has it been since you have changed companies?		
Less than 12 months	More than 12 but less than 24 months	24 months or more
24	19	6

Which recruitment method did you use to change to your last job?		
Through an agency	Through a social network, without a rigorous selection process	Through a social network with a rigorous selection process
18	18	13

5.4 Phase 2 research questions

5.4.1 Research question 1A

How satisfied are recently recruited employees with the recruitment process followed for the new job?

All prospective employees are subjected to a recruitment process when starting new jobs. The recruitment process is likely to be the first process of the organisation that the new employee may experience and therefore it can have an impact on the employee's relationship with the organisation in the future. Survey respondents were prompted to indicate their satisfaction with the recruitment process and to measure their satisfaction with the process the data was rank ordered starting with the most responses to the combination of the very satisfied and somewhat satisfied options offered in the questionnaire. The rank ordered results are presented in Table 5 below.

Table 5: Rank ordered satisfaction with aspects of the recruitment process

	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied
Abilities matched the requirements of the job	1	1	7	20	20
Thoroughness of the recruitment and selection process	2	3	8	13	23
You remained objective	2	2	10	18	17
With the ease and speed of the recruitment experience	4	3	8	14	20
Clear understanding of the responsibilities and deliverables	2	4	10	12	21
Understood and align yourself with the strategy and direction of the company	3	2	12	13	19
Ability to negotiate the benefits offered	3	6	15	13	12

5.4.2 Research question 1B

Do groups of respondents selected by different recruitment methods experience significant differences in the recruitment process?

All prospective employees are subjected to a recruitment process when starting new jobs. The recruitment process is likely to be the first process of the organisation that the new employee may experience and therefore it can have an impact on the employee's relationship with the organisation in the future. Survey respondents indicated their satisfaction with the recruitment process and the data from respondents entering the organisation via different recruitment methods were subjected to a Kruskal-Wallis test. All data was tested at a significance level of 0.1. For the Kruskal-Wallis test the null hypothesis was that there is no significant

difference between the respondents from the three recruitment methods used. The results of the Kruskal-Wallis test are presented in Table 6 below.

Table 6: Results of Kruskal-Wallis test on the recruitment process.

	$\alpha = 0.1$
The ease and speed of the recruitment experience	Do not reject
Thoroughness of the recruitment and selection process	Do not reject
Clear understanding of the responsibilities and deliverables	Do not reject
Understanding and alignment with the strategy and direction of the company	Do not reject
Ability to negotiate the benefits offered	Do not reject
Remaining objective	Do not reject
Abilities matched the requirements of the job	Do not reject

5.4.3 Research question 2A

How satisfied are recently recruited employees with their new jobs within the first two months of starting such jobs?

All prospective employees have expectations when starting new jobs. Met and unmet expectations have very different effects on the candidates and the outcome of their satisfaction levels. Survey respondents were prompted to indicate their satisfaction levels during the first two months and to measure their satisfaction levels the data was rank ordered starting with the most responses to the

combination of the very satisfied and somewhat satisfied options offered in the questionnaire. The rank ordered results are presented in Table 7 below.

Table 7: Rank ordered satisfaction with the first two months of employment

	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied
Knowledge sharing	4	2	6	22	15
The career path fit	1	-	12	20	16
Expectations for performance	1	3	12	20	13
The organisational culture	3	7	7	18	14
The physical working environment.	2	6	10	15	16
Obligation to conform to the company's standards?	3	1	15	17	13
Rating of first two months	3	11	19	11	5

5.4.4 Research question 2B

Do groups of respondents selected by different recruitment methods have different experiences in the first two months?

All prospective employees have expectations when starting new jobs. Met and unmet expectations have very different effects on the candidates and the outcome of their satisfaction levels. Survey respondents indicated their satisfaction with the recruitment process and the data from respondents entering the organisation via different recruitment methods were subjected to a Kruskal-Wallis test. All data was tested at a significance level of 0.1. For the Kruskal-Wallis test the null hypothesis

was that there is no significant difference between the respondents from the three recruitment methods used. The results of the Kruskal-Wallis test is presented in Table 8 below.

Table 8: Results of Kruskal-Wallis test on the first two months of employment.

	$\alpha = 0.1$
The career path fit	Do not reject
The organisational culture	Do not reject
Expectations for performance	Do not reject
Knowledge sharing	Do not reject
The physical working environment.	Do not reject
Obligation to conform to the company's standards?	Do not reject
Rating of first two months	Do not reject

5.4.5 Research question 3A

What were the shocks and surprises experienced by recently recruited employees when starting the new job?

When starting a new job candidates typically experience that the culture, processes and the people are very different from their expectations or from what they are familiar with. These shocks / surprises may have an impact on the outcome of the candidate's employment. Survey respondents were prompted to indicate their view of the shocks / surprises experienced in the first two months of

the new job to support the research question with data. The responses are listed in Table 9 below.

Table 9: Responses on shocks / surprises.

	Extremely negative	Somewhat negative	No real shock / surprise	Somewhat positive	Extremely positive
Rate the shocks / surprises	2	8	14	16	9

An open ended question was put to respondents to determine what shocks / surprises they experienced in the first two months in the new job and the findings were summarised through content analysis. The open ended data was separated into those that reported positive shocks / surprises and those that reported negative shocks / surprises. The findings are presented below in Figures 5 and 6.

Figure 5: Negative shocks / surprises

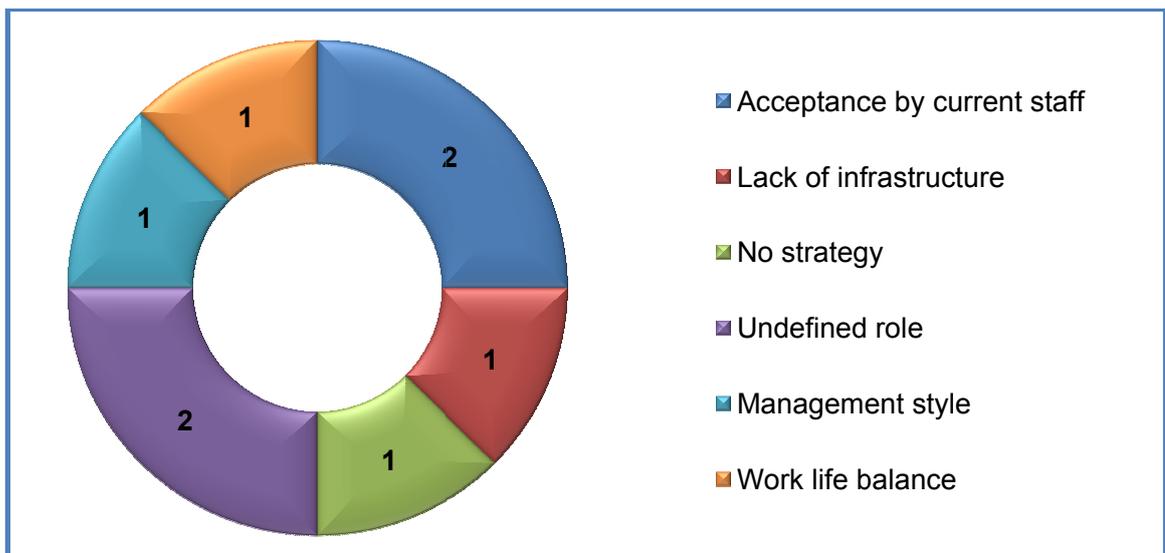
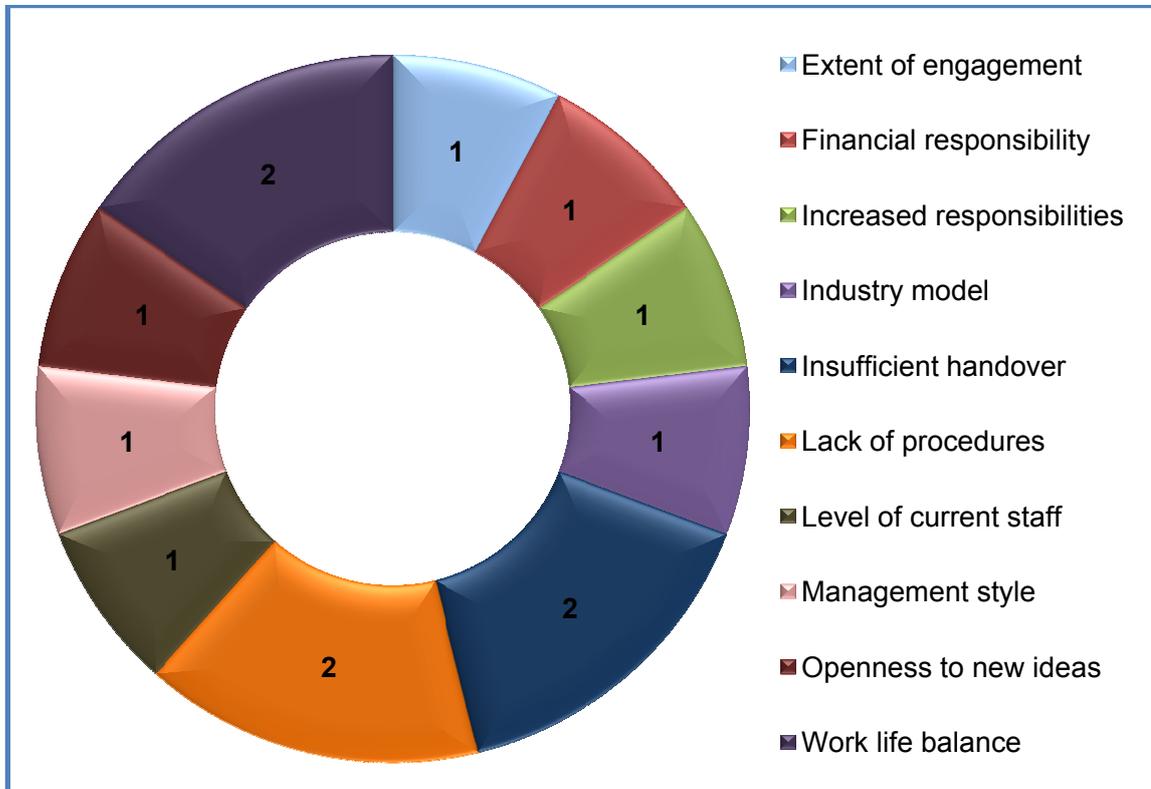


Figure 6: Positive shocks / surprises



There were three neutral responses recorded but in the interest of presenting the critical data only it is not included in graphical format. One respondent had a neutral reaction to the alignment of values and two other respondents had a neutral reaction to the organisational culture.

5.4.6 Research question 3B

Do groups of respondents selected by different recruitment methods have different experiences of shocks / surprises?

When starting a new job candidates typically experience that the culture, processes and the people are very different from their expectations or from what they are familiar with. These shocks / surprises may have an impact on the outcome of the candidate's employment. Survey respondents were prompted to indicate their view of the shocks / surprises experienced in the first two months of the new job to support the research question with data. All data was tested at a significance level of 0.1. For the Kruskal-Wallis test the null hypothesis was that there is no significant difference between the respondents from the three recruitment methods used. The results of the Kruskal-Wallis test are presented in Table 10 below.

Table 10: Results of Kruskal-Wallis test on shocks /surprises.

	$\alpha = 0.1$
The extent of the shocks / surprises	Do not reject

5.4.7 Research question 4A

How satisfied are recently recruited employees currently with their jobs?

Job satisfaction is measured through a number of variables such as the content of the job, the pay scale and the candidate's work life balance. Candidates were asked to respond on a number of constructs which may assist in providing insight

into differences between the two recruitment methods selected. Survey respondents were prompted to indicate their satisfaction levels during the first two months and to measure their satisfaction levels the data was rank ordered starting with the most responses to the combination of the very satisfied and somewhat satisfied options offered in the questionnaire. The rank ordered results are presented in Table 11 below.

Table 11: Rank ordered results of current job satisfaction levels of respondents.

	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied
The nature of the work	-	3	4	18	24
The skill levels in your area in the organisation	1	5	6	23	14
Your new colleagues building of professional relationships	2	6	4	25	12
Your manager	-	3	10	15	21
Career development plans	1	2	10	16	20
The job content being interesting	2	2	10	17	18
Enhancing and complementing your social and professional network	1	6	8	20	14

Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied	
Pay	2	10	6	16	15
Your work / life balance	1	8	10	16	14
The mutual trust relationship with your colleagues	2	6	11	17	13
The level of support for new initiatives	3	6	10	20	10
The rewards – is it tied to performance	6	9	6	19	9
The opportunities for a promotion	2	8	12	17	10
How tasks and processes are coordinated	4	14	7	19	5
Healthy competition	7	4	18	15	5

5.4.8 Research question 4B

Do groups of respondents selected by different recruitment methods have different levels of satisfaction in their jobs?

Job satisfaction is measured through a number of variables such as the content of the job, the pay scale and the candidate's work life balance. Candidates were asked to respond on a number of constructs which may assist in providing insight into differences between the two recruitment methods selected. All data was tested at a significance level of 0.1. For the Kruskal-Wallis test the null hypothesis was that there is no significant difference between the respondents from the three recruitment methods used. The results of the Kruskal-Wallis test are presented in Table 12 below.

Table 12: Results of Kruskal-Wallis test results of current job satisfaction levels of respondents.

	$\alpha = 0.1$
The nature of the work	Do not reject
Your manager	Do not reject
The job content being interesting	Do not reject
Career development plans	Do not reject
Pay	Do not reject
The opportunities for a promotion	Do not reject
Your work / life balance	Do not reject
Healthy competition	Do not reject
The level of support for new initiatives	Do not reject
The rewards – is it tied to performance	Reject
The skill levels in your area in the organisation	Do not reject
Your new colleagues building of professional relationships	Do not reject
Enhancing and complementing your social and professional network	Do not reject
The mutual trust relationship with your colleagues	Do not reject
How tasks and processes are coordinated	Reject

5.4.9 Research question 5A

What is the level of commitment of recently recruited employees and how long do the employees intend to stay in the new job?

The recruitment outcome is of great importance with recruitment – an outcome of an employee staying is the preferred outcome, but should the outcome be that the employee leaves the organisation, it is just as important to consider what the reasons are for such an outcome. Commitment is not only considered to be a key attribute of knowledge workers but it also provides insight into the respondents' intent to leave the organisation. For that purpose commitment and job tenure is presented for comparative purposes in Table 13 and 14 below.

Table 13: Responses on level of commitment.

	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied
Do you feel committed to the success of the company	-	-	2	19	28

Table 14: Responses on job tenure.

	1 – 2 years	2 – 5 years	More than 5 years	Other
How long do you intend staying in your current job?	15	21	10	3

5.4.10 Research question 5B

Do groups of respondents selected by different recruitment methods have different levels of commitment and do they have different tenures?

The recruitment outcome of job tenure is the conclusion that is of importance with recruitment – the outcomes of the responses indicate which factors are necessary to consider from a recruitment and retention point of view. A Kruskal-Wallis test was run on commitment and the intended duration of stay, at significance levels of 0.1. For the Kruskal-Wallis test the null hypothesis was that there is no significant difference between the respondents from the three recruitment methods used. The results of the Kruskal-Wallis test are presented in Table 15 below.

Table 15: Results of Kruskal-Wallis test on commitment and job tenure.

	$\alpha = 0.1$
Do you feel committed to the success of the company	Do not reject
How long do you intend staying in your current job?	Do not reject

5.4.11 Research question 5C

Is there a correlation between an employee's job satisfaction, commitment and the intended duration of stay at an organisation?

The satisfaction of an employee is likely to have an impact on the employee's commitment to the organisation and as a result it may also affect the employee's intent on staying at the organisation. To analyse these possible correlations, a Spearman's correlation was drawn between the questions on current satisfaction

levels and each of the two questions, commitment and job tenure. A Spearman's Rank order correlation coefficient for a non parametric data is used if it cannot be assumed that data is metric (Zikmund, 2003). All data was tested at a significance level of 0.1. The null hypothesis is that if the research question is not rejected, there is no difference between the three groups and rejecting the results indicate that the alternate hypothesis applies and that there are differences between the results.

Two correlations were performed, the first being a correlation between the respondent's satisfaction levels as tested in questions 18 to 32 and shown in Table 11 and the commitment to the success of the company being question 35 as shown in Table 13. The second correlation was drawn between the respondent's satisfaction levels from the same set of questions and their intention to stay in the organisation being question 36 as shown in Table 14. Tables 16 and 17 below shows whether the null hypothesis was accepted or rejected and the accompanying values are included. If the null hypothesis is rejected this indicates that the two variables are significantly correlated. Only where the null hypothesis is rejected is the "r" value reported. The results of the correlations are presented in Tables 16 and 17 below.

Table 16: Results of Spearman's correlation test between the respondent's current satisfaction levels (questions 18 – 32, as shown in Table 11) and commitment (question 35, as shown in Table 13).

	P value	$\alpha = 0.1$	R value
The rewards – is it tied to performance	0.0132	Reject	0.3828
How tasks and processes are coordinated	0.0152	Reject	0.3768
The nature of the work	0.0436	Reject	0.3272
Your new colleagues building of professional relationships	0.0642	Reject	0.3066
The skill levels in your area in the organisation	0.068	Reject	0.3035
The job content being interesting	0.0694	Reject	0.3024
Career development plans	0.071	Reject	0.3011
The level of support for new initiatives	0.075	Reject	0.2981
Enhancing and complementing your social and professional network	0.083	Reject	0.2924
Your manager	0.1746	Do not reject	-
Healthy competition	0.3004	Do not reject	-
The opportunities for a promotion	0.7646	Do not reject	-
Your work / life balance	0.8008	Do not reject	-
Pay	1.1406	Do not reject	-
The mutual trust relationship with your colleagues	1.4976	Do not reject	-

Table 17: Results of Spearman's correlation test between the respondent's current satisfaction levels (questions 18 – 32, as shown in Table 11) and their intention to stay (question 36, as shown in Table 14).

	P value	$\alpha = 0.1$	R value
Your manager	0.0188	Reject	0.3674
Career development plans	0.074	Reject	0.2988
The nature of the work	0.1014	Do not reject	-
The job content being interesting	0.1196	Do not reject	-
Your work / life balance	0.1952	Do not reject	-
Enhancing and complementing your social and professional network	0.2288	Do not reject	-
The rewards – is it tied to performance	0.2916	Do not reject	-
The level of support for new initiatives	0.3198	Do not reject	-
Your new colleagues building of professional relationships	0.344	Do not reject	-
How tasks and processes are coordinated	0.5944	Do not reject	-
The skill levels in your area in the organisation	0.8314	Do not reject	-
The opportunities for a promotion	0.837	Do not reject	-
Healthy competition	0.9204	Do not reject	-
The mutual trust relationship with your colleagues	0.9338	Do not reject	-
Pay	1.0978	Do not reject	-

5.5 Other: the quality of networks

A question was included in regards to respondents' social and professional networks. The quality of these networks has an impact on the type of candidate drawn by the individual and therefore an understanding of the respondents and their activity in regards to networks provides an understanding on what to expect in terms of networks in general. There are three types of networks identified by Ibarra and Hunter (2007), and the question required respondents to indicate which of these networks were used to obtain information external to the company. These networks identified by Ibarra and Hunter (2007) indicate an individual's ability to engage a network to the benefit of the organisation and the network. The result may be a single information source or a combination of such networks. The summaries of the responses are presented below in Figures 7 and 8.

Figure 7: Purpose respondents used Social and Professional Networks for.

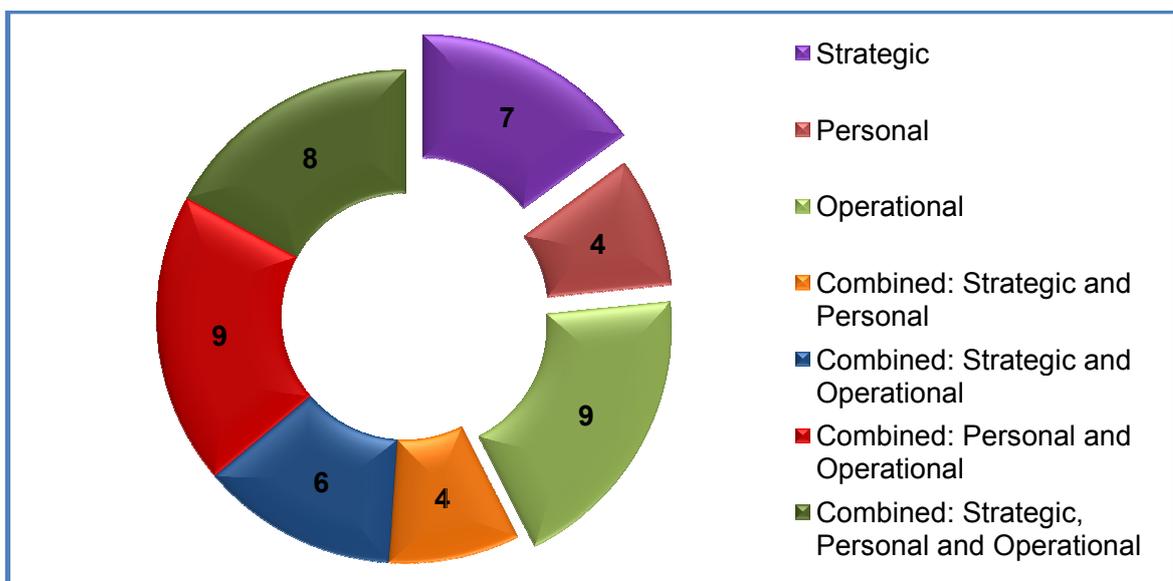
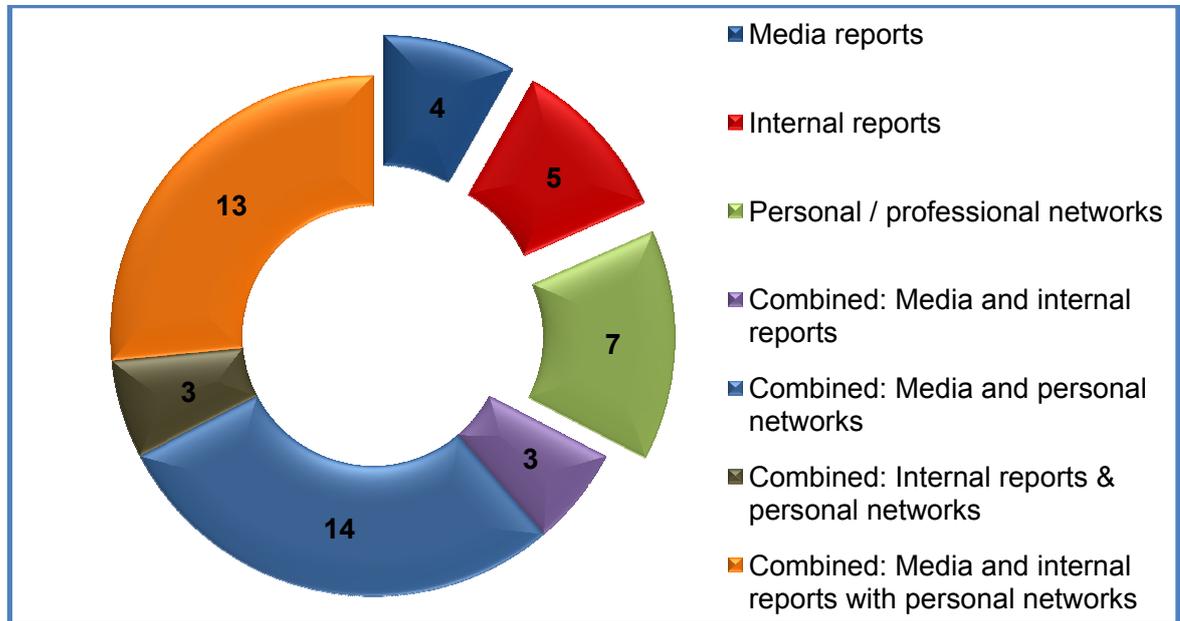


Figure 8: Methods used to obtain information from external sources



5.6 Conclusion

The data analysis will be discussed in Chapter 6.

6 CHAPTER 6: Discussion of results

The discussion of the results based on the data shown in Chapter 5 follow the structure set out in Chapter 3. The analysis represents data obtained from 49 respondents who completed questionnaires. The questionnaire was directed at recently recruited candidates that came to their jobs through different recruitment methods and included demographic data as well as questions testing satisfaction levels during various stages - from the recruitment process to their current satisfaction levels.

6.1 Research question 1A

How satisfied are recently recruited employees with the recruitment process followed for the new job?

Responses to the seven questions on this section were rank ordered and are presented in Table 5 in Chapter 5. Rank ordering the data reveals that most of the candidates are more positive rather than negative about the recruitment process – more than two thirds of the responses were on the satisfied side of the scale. Every question regarding the recruitment process received a response towards the satisfied side of the scale rather than the dissatisfied side, with between 82% to 51% of all respondents indicating satisfaction with the process.

Employers' ability to match a candidate's abilities to the job was proven to be very good with 82% of respondents being satisfied, the highest responses in this

section. This corresponds with research by Russo *et al* (1995) that found that workers display different productivity levels in different positions, thereby increasing the need to improve the matching of candidates to jobs. The data indicate that employers understand the importance of recruitment aligning with views of Aggarwal and Bhargava (2008) that found that the relationship with the employee starts at the recruitment process. Recognising recruitment’s role in the relationship as well as the importance of improving the recruitment outcome Sims (1994) pointed out that employers should create realistic job expectations that included an accurate profile of the job. The results in Table 5 illustrated how employers have used realistic communication successfully to improve the outcome of new appointments and have therefore been summarised in Table 18 below.

Table 18: Responses indicating employers are creating realistic job expectations (based on data from Table 5)

Question	% of satisfied respondents	Ranking from 7 questions
Abilities matched the requirements of the job	82%	1
Thoroughness of the recruitment and selection process	73%	2
Clear understanding of the responsibilities and deliverables	67%	4
Understood and align with strategy and direction of company	65%	6

6.2 Research question 1B

Do groups of respondents selected by different recruitment methods experience significant differences in the recruitment process?

Contrasting the different recruitment methods was expected to produce different results in view of the qualitative data obtained during Phase 1 of the research. Data from Phase 1 as contained in Table 2 in Chapter 5 presenting the results of the face to face interviews illustrated some characteristics specific to the recruitment process. Social and professional networks provide an easy entry into the organisation, an understanding of the culture and should improve the skills match. Traditional recruitment improves trust between the employer and the candidate which is aided by pre-screening of candidates. Due to the nature of social networking it is more likely for an individual to adapt to a new organisation largely as a result to a more individual introduction from the network. It was also further thought that skills and abilities would be better matched due to a more in depth knowledge of candidates.

However, the test data presented on Table 6 indicated that the null hypotheses should not be rejected on all the questions posed in regards to the recruitment process. Thus, there is no difference in the experiences of the recruitment process of candidates selected through traditional recruitment agencies or social and professional networks with or without rigorous selection methods.

6.3 Research question 2A

How satisfied are recently recruited employees with their new jobs within the first two months of starting such jobs?

Filstad (2004) highlighted important personal characteristics that new employees should have; these being expectations, experience, self-confidence and a competitive instinct. It is then noted that these characteristics correlate to the experience of the first four to six weeks in the new job which ultimately leads to the socialisation outcome. Table 7 represents the rank ordered responses to the seven questions on the satisfaction levels in the first two months in the new organisation. The responses are predominantly satisfied on the first six questions, ranging from 76% to 61% of responses, but on the last question where candidates are required to rate the first two months, the results indicate that 39% of responses are dissatisfied and a further 29% neutral. The lack of a relationship between the first six questions probing the experience and the last question that rates the experience could indicate that there are factors affecting the experience that was not covered in the questions that resulted in the respondents concluding that the experience was dissatisfactory.

The questions on the first two months were kept to a minimum specifically because candidates' current experience is tested thoroughly with the third section of questions of which the results are discussed in Research question 4A, point 6.7 below. The two experiences should have been tested with the same questions, but the time lag between the initial two months was likely to have reduced candidates' ability to recall and distinguish such levels of detail for both experiences.

Settoon and Adkins (1997) describe socialisation as the process through which newcomers change from outsiders to insiders and Moser (2005) notes that post hire outcomes such as met expectations, job satisfaction and organisational commitment are influenced by organisational socialisation. Corresponding with the literature in terms of socialisation and adapting to new environments, respondents ranked knowledge sharing first with 76% of responses being satisfactory and organisational culture fourth with 65% of responses being satisfactory. Further to this, 73% of respondents were satisfied with the career path fit thus ranking it second. The fact that knowledge sharing and career path fit is the highest rated items is a clear testament to the new world of work where seeking out knowledge is central to knowledge workers (Baker, 1999). When committed to the organisation employees are more likely to release creative energies (Rousseau, 2004), thereby illustrating the importance of career path fit.

6.4 Research question 2B

Do groups of respondents selected by different recruitment methods have different experiences in the first two months?

Contrasting the different recruitment methods was expected to produce different results. In the case of the experiences of the first two months, recruitment through a social or professional network is likely to have a better understanding of the culture of the organisation due to the network, and with the better introduction is also likely to not have negative experiences in the first two months. Table 8 presents the results of the Kruskal-Wallis test performed on the data to determine if there is a difference between the experiences of recruitments through different

methods. The null hypothesis was not rejected on all the questions. Thus, there is no difference in the experiences of the first two months of candidates selected through traditional recruitment agencies or social and professional networks with or without rigorous selection methods.

6.5 Research question 3A

What were the shocks and surprises experienced by recently recruited employees when starting the new job?

Sims (1994) noted that individuals cope better with situations that they anticipate as opposed to surprises. Table 9 indicates that 25 of the 49 respondents have had positive experiences rather than negative experiences. When analysing the different shocks / surprises separately between the positive and the negative responses the individual shocks / surprises are very revealing. From the 49 respondents 26 provided a reason for their response, 15 of which were positive, three being neutral and eight being negative. The shocks / surprises are presented in Figures 5 and 6.

Seemingly negative matters such as the lack of a handover and procedures were perceived positively. The responses were higher on three matters, each receiving two responses with the balance of the responses identifying a single issue each. The three highest responses were work life balance, lack of a handover and a lack of procedures. The positive responses on work life balance confirm the work of O'Shea and Kirrane (2008) who found that organisations fulfilling expectations of work life balance have a propensity to attract new employees. Russo *et al* (1995)

concluded that self initiated employees are more motivated and Garavan *et al* (2001) placed milestones and competency development as career goals. The lack of handover and procedures allowed respondents to creatively design and implement as they saw fit, thus explaining the positive responses of respondents. Knowledge workers determine the outcomes and take responsibility for the success of their actions (Switzer, 2008), which is confirmed by positive responses on increased responsibilities as well as being attracted to staff that operate at a high level and that creativity is allowed by an openness to new ideas.

There were eight negative responses recorded from the 25 responses. The two foremost responses were acceptance by current staff and moving into an undefined role, receiving two responses each. A lack of infrastructure, strategy and management style inhibited the respondents from exercising innovative value creation (Flood *et al*, 2001), which was exacerbated by discord with work life balance. Sutton and Griffin (2004) examined post entry experiences and proposed the renegotiation of psychological contracts to avoid the violation of such contracts, thus highlighting the importance for employers to manage the shocks / surprises in order to retain workers.

6.6 Research question 3B

Do groups of respondents selected by different recruitment methods have different experiences of shocks / surprises?

Contrasting the different recruitment methods was expected to produce different results based on data from Phase 1 as contained in Table 2 in Chapter 5

presenting the results of the face to face interviews. In the case of shocks and surprises it was thought that the knowledge / insight from the social or professional network would prepare a candidate for the organisation thus removing the surprise element. Phase 1 indicated that there could still be cultural differences, an unwillingness to adapt to changes and even scope creep in terms of the job offered. Table 10 presents the results of the Kruskal-Wallis test performed on the data to determine if there is a difference between the experiences of recruitments through the different methods. The null hypothesis was not rejected on all the questions. Thus, there is no difference in the shocks / surprises experienced by candidates selected through traditional recruitment agencies or social and professional networks with or without rigorous selection methods.

6.7 Research question 4A

How satisfied are recently recruited employees currently with their jobs?

Flood *et al* (2001) propose that meritocracy and justice have a direct impact on the organisational commitment in addition to the position being challenging and interesting. Taris *et al* (2006) noted that the met expectations are more important over time than the unmet expectations. The data presented in Table 19 below was adopted from Table 11 and it indicates that 13 of the 15 questions received satisfied responses. Most respondents were satisfied with the nature of the work, ranking it first and thus confirming research from Flood *et al* (2001) as well as Sutherland and Jordaan (2004) along with a sixth ranking on the job content being interesting. Skills levels in the organisation and the building of new professional relationships ranking second and third respectively, confirming work by Garavan *et*

al (2001) who noted that careers are milestones to enhance competencies and that developing competencies is not the only tool to enhance careers but the use and development of networks and team work also enhances careers. It is interesting to note that the level of pay and the opportunities for a promotion is ranked at the bottom half of Table 19, despite career development plans ranked fifth by respondents, thus indicating that pay and promotions items are not necessarily seen as career development and also confirming research by Garavan *et al* (2001). The contrary is that career development plans ranked towards the middle of the group does not correspond well to the initial two months' experiences where career path fit was the second highest ranked item (refer to Table 7).

The second lowest ranked item is the coordination of processes and tasks, which is a slightly different response than expected when comparing with the shocks / surprises listed by respondents in Figure 7. Figure 7 illustrates the lack of procedures as a positive matter for respondents, interpreted as a matter that respondents prefer because they are able to develop procedures in accordance to their will. Knowledge sharing was the highest ranked item in the first two months (Table 7) and in comparison to this section the skills levels in the organisation and the building of professional relationships are ranked second and third respectively, thus not only indicating consistency in the expectations of respondents but also illustrating the need for knowledge as a motivator for job satisfaction. Flood *et al* (2001) placed meritocracy and justice as commitment drivers determining tenure, given that the position offered is both challenging and interesting. Both rewards tied to performance and the opportunities for a promotion are ranked quite low, not

corresponding well with the results of the research of Flood *et al* (2001). The results from Table 11 have been summarised below in Table 19.

Table 19: Satisfied responses on current job satisfaction levels (collapsed from Table 11 for ease of interpretation).

	Satisfied responses	% of total
The nature of the work	42	86%
The skill levels in your area in the organisation	37	76%
Your new colleagues building of professional relationships	37	76%
Your manager	36	73%
Career development plans	36	73%
The job content being interesting	35	71%
Enhancing and complementing your social and professional network	34	69%
Pay	31	63%
Your work / life balance	30	61%
The mutual trust relationship with your colleagues	30	61%
The level of support for new initiatives	30	61%
The rewards – is it tied to performance	28	57%
The opportunities for a promotion	27	55%
How tasks and processes are coordinated	24	49%
Healthy competition	20	41%

6.8 Research question 4B

Do groups of respondents selected by different recruitment methods have different levels of satisfaction in their jobs?

Contrasting the different recruitment methods was expected to produce different results based on data from Phase 1 as contained in Table 2 in Chapter 5 presenting the results of the face to face interviews. In the case of current satisfaction levels it was noted by the candidates that skills were not utilised by the organisation. Table 12 presents the results of the Kruskal-Wallis test performed on the data to determine if there is a difference between the recruitment experiences . The null hypothesis was not rejected on all the questions. Thus, there is no difference in the levels of satisfaction of candidates selected through traditional recruitment agencies or social and professional networks with or without rigorous selection methods.

6.9 Research question 5A

What is the level of commitment of recently recruited employees and how long do the employees intend to stay in the new job?

All but two respondents indicated that they are committed to the success of the company, 57% of these responses were very committed, as can be seen from Table 13. On the second part of the question as seen on Table 14 there are 31% of the candidates who indicated that they intend to leave the organisation within two years and a further 43% within 5 years – a total of 73% of the respondents intending to leave their organisations within the next five years. Flood *et al* (2001) propose that two organisational processes, meritocracy and justice have a direct

impact on the organisational commitment of the employee as well as the propensity to stay with the organisation, in addition to the position offered being challenging and interesting. Thus, despite being highly committed, employees intend to leave their organisations. Consequently commitment does not display a relationship with job tenure. Within the context of knowledge workers, it is relevant to consider that their loyalty lies to their profession, their peers and their networks and that they are still considered to bring contributions of strategic importance, regardless of the duration of their stay at the organisation (Despres and Hiltrop, 1995).

6.10 Research question 5B

Do groups of respondents selected by different recruitment methods have different levels of commitment and do they have different tenures?

Contrasting the different recruitment methods was expected to produce different results based on data from Phase 1 as contained in Table 2 in Chapter 5 presenting the results of the face to face interviews. In the case of commitment levels and tenure it was noted that candidates' responses seem to differ according to their individual experiences rather than being a function of the recruitment method. Table 15 presents the results of the Kruskal-Wallis test performed on the data to determine if there is a difference between the experiences of recruitments through different methods. The null hypothesis was not rejected on all the questions. Thus, there is no difference in the level of commitment and job tenure of candidates selected through traditional recruitment agencies or social and professional networks with or without rigorous selection methods.

6.11 Research question 5C

Is there a correlation between an employee's job satisfaction, commitment and the intended duration of stay at an organisation?

73% of respondents indicated that they will remain in their current jobs for up to five years as seen in Table 13, despite 96% of respondents being committed to their organisations as seen in Table 14. Flood *et al* (2001) propose that two organisational processes, meritocracy and justice have a direct impact on the organisational commitment of the employee as well as the propensity to stay with the organisation, in addition to the position offered being challenging and interesting. Table 16 represent a correlation between satisfaction and commitment and Table 17 represents a correlation between satisfaction and the intention to stay. The following factors indicated a positive correlation:

- The rewards – is it tied to performance
- How tasks and processes are coordinated
- The nature of the work
- Your new colleagues building of professional relationships
- The skill levels in your area in the organisation
- The job content being interesting
- Career development plans
- The level of support for new initiatives
- Enhancing and complementing your social and professional network

Table 16 lists several factors in terms of commitment including the nature of the work, the job content being interesting, career development plans which confirms

the research by Flood *et al* (2001) as well as Sutherland and Jordaan (2004). Notably, as per research question 4A on current levels of satisfaction, pay level and opportunity for a promotion does not correlate with satisfaction. Research by Sutherland and Jordaan (2004) included both incentive pay and base pay as part of the five highest factors influencing employee retention. This confirms the inclusion here, but the same ranking does not apply in this sample. Research question 3A listed the lack of procedures as a shock / surprise and Table 16 lists the coordination of tasks and processes as criteria for commitment, confirming the relevance and importance of processes to new employees.

The null hypothesis was not rejected on several of the questions on Table 16. Thus, there is no correlation between the current satisfaction of respondents and their level of commitment for the following questions:

- Your manager
- Pay
- The opportunities for a promotion
- Your work / life balance
- Healthy competition
- The mutual trust relationship with your colleagues

Table 17 only lists two correlations between satisfaction and the employee's intention to stay: the manager and career development plans. The null hypothesis was not rejected on several of the questions on Table 16. Thus, there is no

correlation between the current satisfaction of respondents and their intention to stay for the following questions:

- Pay
- The opportunities for a promotion
- Your work / life balance
- Healthy competition
- The level of support for new initiatives
- The rewards – is it tied to performance
- The skill levels in your area in the organisation
- Your new colleagues building of professional relationships
- Enhancing and complementing your social and professional network
- The mutual trust relationship with your colleagues
- How tasks and processes are coordinated

Finally, only career development plans and the respondents managers display a correlation with commitment and intention to stay. Table 16 indicated several correlations, signalling that commitment levels are high, in contrast to Table 17 indicating that very little factors correlate to an intention to stay. This should be read in conjunction with Table 14 that lists the expected job tenure of 36 of the 49 respondents as less than five years. Within the context of knowledge workers, it is relevant to consider that their loyalty lies to their profession, their peers and their networks and they are still considered to bring contributions of strategic importance, regardless of the duration of their stay at the organisation.

6.12 Other: the quality of networks

Figure 7 illustrates the use of personal and professional networks by respondents. The three applications for networks identified by Ibarra and Hunter (2007) are strategic use indicating vertical and lateral use of networks; personal networking which indicates the use of peers outside of the organisation and lastly operational networking which is pointing to the use of people and resources to get the job done. Figure 6 illustrates that more than half of the respondents make use of more than one type of these three networks to achieve their goals, which is very positive indicating quality in the standards of their networks. Figure 8 illustrates the use of different mechanisms to obtain information on the organisation and its environment. The three sources listed are the media, internal reports and personal / professional networks. The data indicates that almost 60% of the respondents make use of more than one source of information. Again, this is very positive as it indicates that respondents not only realises the importance of testing data outside of the organisation but are also testing the environment to make sure that they do not lose focus of the market by being internally focussed.

7 CHAPTER 7: Conclusion

7.1 Introduction

Phase 1 of the research constituted a set of interviews that were held with the intention to construct a valid questionnaire. The interviews created a view that the respondents from the three selected recruitment methods would have significant differences. However, no significant differences were found in terms of the satisfaction levels of respondents recruited through traditional recruitment agencies, social or professional networks, either with or without rigorous selection methods. The data was therefore rank ordered and then measured in terms of the number of responses to determine the level of satisfaction with the construct. Further to that, a correlation was drawn between commitment, job tenure and satisfaction levels.

7.2 Main findings

There are no differences between the experiences of candidates recruited through the three methods of recruitment tested. Satisfaction correlated on several points with commitment, but there was little correlation between satisfaction and intention to stay. Further to that, drawing on conclusions from Sutherland and Jordaan (2004), commitment depends on a number of internal and external factors. The respondents in this research are highly committed, but the research implies that their intention to stay has largely not been affected by their level of commitment.

7.3 Recommendations

The research is presented from a job seeker perspective but will also serve as an information resource for employers. Both parties will improve their understanding of the different recruitment methods, as well as the understanding of job satisfaction

7.3.1 Recommendations for organisations

1. There are other methods available besides recruitment agencies

The research paper focused on two methods of recruitment: traditional recruitment agencies and social and professional networking. A third hybrid form has also evolved that sources potential employees through social and professional networks and then subjects them to a rigorous selection process, effectively performing the function of a recruitment agent, but on a very small targeted basis. The data indicated that all three methods have yielded highly committed employees (96% of the sample responded positively to commitment), illustrating that there is no reason to limit the recruitment process to only certain methods. Opening recruitment to other methods may produce more, potentially high calibre candidates, to select from, thus increasing the likelihood of a positive recruitment outcome.

2. Negative correlation between committed and job tenure

The data illustrated that there is a delinking of commitment and job tenure. Data shows that candidates are highly motivated, but 73% of the sample considered leaving their organisations within the next 5 years. This may be disconcerting because it implies that all efforts to motivate could be fruitless, but it is a reality of dealing with knowledge workers – there are several factors that influence job

tenure, but it is characteristic for knowledge workers to depart from the organisation in search of new challenges and knowledge.

3. Importance of recruitment process

The literature review pointed out several factors that improve the experience for candidates: job profiles must be realistic thereby limiting the shocks / surprises that candidates experience. Communication strategies could not only lessen the likelihood of such shocks / surprises, but could also improve the information flow between employer and prospective employee to ensure that there is a clear understanding on the job, the organisation and its culture. Lastly, the delinking of job tenure and commitment implies that organisations have to excel at recruitment as they will need to recruit more frequently.

4. Track the outcomes of recruitment

Recruitment outcomes are a topic that should be high on every organisation's agenda. Knowledge workers carry a lot of valuable information on the organisation and the loss of that knowledge to an organisation is not only expensive but difficult to replace. Thus understanding the positive outcomes as well as the negative outcomes will guide the organisation into understanding the expectations of candidates as well as the method to improve such outcomes.

5. Look at failures

The literature review pointed out how candidates that perform in one organisation may for various reasons not perform in another organisation. One should look past

the failure with a view of understanding possible mistakes or shortcomings in the process that allowed the organisation to fail to notice that the candidate would not fit. Initially it may be the recruitment process that establishes the relationship with the candidate but later on it may be the processes within the organisation that cause the failure.

6. Be conscious of the process, whether it be good or bad

The recruitment methods sampled in the data showed that there were several shocks / surprises that respondents experienced upon entering an organisation. Experiencing a shock / surprise can be a positive or a negative experience, but it provides an indication of how good or bad communication on the organisation is. Maintaining a consistent approach, means all candidates regardless of recruitment method will have the same experience. Part of this process that should be understood is the process in which a candidate changes from an outsider to an employee. This may be an informal process, but it can affect the outcome.

7.3.2 Recommendations for individual job seekers

1. Consider options

There are several methods of recruitment available all of which have merit. The data indicates that there is no difference between the methods from a job satisfaction point of view. Social and professional networking may take more effort, but it may provide an entry into organisations that might not have been available through a recruitment agency.

2. Shocks / surprises

It is likely for candidates to experience some shocks / surprises when entering a new organisation, regardless of the preparation or process followed prior to entry. In the sample, half of the candidates had positive shocks / surprises, but such surprises may require some degree of renegotiation. Employees prefer little or no shocks / surprises, but with the likelihood noted, a more pragmatic approach would be to expect some shocks / surprises.

3. Networking – consider widening the network

The concept of social and professional networking is not as widely understood as recruitment agencies are. Building a network should be a well thought out exercise - limiting the network limits the opportunities. A network within your organisation will help operationally, but may not help with the bigger picture such as to understand trends in the market. A network consisting of people both inside and outside of the organisation but in the same industry is excellent for that industry, but does not provide anything but the specific industry.

7.4 Suggestions for future research

1. Shocks / surprises

The area of expectations from prospective employees and the types of shocks / surprises is an area that intrigues simply because what an entire organisation sees as the norm could come as a complete shock to an outsider. The data revealed that half of the shocks / surprises were positive and interestingly some of those shocks / surprises seemed negative, but candidates rated it as positive.

2. Correlation between commitment and job tenure

The delinking of commitment and job tenure is an interesting phenomenon. It has an impact on retention and recruitment strategies for all organisations and it seems that it is a trend that will continue with knowledge workers and modern business. Research should focus on what organisations would need to do to keep up with a changing workforce and / or what can be done to retain such employees.

3. Socialisation processes – facilitators and inhibitors

Organisational socialisation is the process in which candidates change from outsiders to insiders. Some of it is formal some of it is informal, but it certainly impacts new entrants to an organisation. Research should focus on how organisations can play a role in this process by using facilitators and what are the inhibitors to socialisation.

4. Consider qualitative approach rather than quantitative

Conducting this research may have yielded different results had a qualitative rather than a quantitative approach been taken. This suggestion is a result of the expectations created by the initial interviews, which created the impression that there are differences between the different recruitment methods.

7.5 Conclusion

Recruitment is a crucial function in business today due to high turnover rates and the expectation that turnover rates will not be decreasing but rather increasing. Methods of recruitment should be seen as “points of entry” rather than being

methods that will create different employees, thereby opening organisations up to accept all methods at their disposal. Increasing access to the labour pool and renewing focus on the recruitment process should become the norm for organisations striving for talented workers. It is hoped that this research will contribute to the body of knowledge on recruitment processes and methods.

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Appendices

8.1 Appendix A: Interview guideline – Phase 1

Introduction

Thank you for meeting with me. As you know, I am currently busy with a research project as a requirement to complete a Masters in Business Administration (MBA) at the Gordon Institute of Business Science (GIBS). The research aims to contrast the differences between using social and professional networks for recruitment purposes as opposed to traditional formal recruitment methods such as recruitment agencies. The purpose is to understand the differences between the two methods from a job seeker perspective. The interview is expected to last twenty minutes.

Confidentiality

Your participation in this survey is voluntary and you can withdraw at any time without penalty. All the data will be kept confidential. No names will be recorded. If you have any concerns, please contact me or my supervisor. The contact details are as follows:

Student

Supervisor

Albert Terblanche

Prof. Margie Sutherland

Albert.Terblanche@gmail.com

Sutherlandm@gibs.co.za

082 990 3740

011 771 4000

Signature of participant: _____

Date: _____

Signature of researcher: _____

Date: _____

Interview questions

Companies use agencies as a screening mechanism to locate qualified respondents and to screen out unqualified respondents, thereby reducing the risk of employing directly. Social networking is a process using referrals whereby an employee uses an informal personal network of professional contacts and resources to find recruitment respondents.

The appropriate box below will be marked by the interviewer.

1	<i>Gender</i>	Female	Male
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2	<i>Race</i>	Black	White	Asian & Indian	Coloured
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3	<i>Do you have a degree?</i>	Yes	No
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4	<i>Have you changed jobs in the last 24 months?</i>	Yes	No
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5	<i>Which recruitment methods have you used to change jobs within the last twenty four months?</i>		
	Through an agency	Through a social network	Both

6	<i>Which was the last recruitment method that you used to change jobs?</i>	
	Through an agency	Through a social network



7	<i>Can you describe the benefits in reference to the recruitment method used?</i>

8	<i>Can you describe the drawbacks in reference to the recruitment method used?</i>

9	<i>Were there any surprises on starting your new position?</i>



10	<i>Which expectations were met and which were not in the new job?</i>

11	<i>How satisfied are you in your job?</i>				
	Very dissatisfied	Somewhat dissatisfied	Satisfied	Somewhat satisfied	Very satisfied

12	<i>How long do you intend to stay in your current job?</i>

8.2 Appendix B: Self administered survey – Phase 2

Introduction

Thank you for participating in this survey. As you may know, I am currently busy with a research project as a requirement to complete a Masters in Business Administration (MBA) at the Gordon Institute of Business Science (GIBS). The research aims to contrast the differences between using social and professional networks for recruitment purposes as opposed to traditional formal recruitment methods such as recruitment agencies. The purpose is to understand the differences between the two methods from a job seeker perspective. I have included a survey on this topic which I would like you to complete. This should not take longer than 10 minutes of your time.

Confidentiality

Your participation in this survey is voluntary and you can withdraw at any time without penalty. All the data will be kept confidential. No names will be recorded. By completing the survey you indicate that you voluntarily participate in this research. If you have any concerns, please contact me or my supervisor. The contact details are as follows:

Student

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Questionnaire

For purposes of this survey, two of the methods that companies use to locate new employees are *traditional recruitment agencies* or *social and professional networks*.

Internal appointments, head hunters and other forms of recruitment are excluded from this research.

Social and professional networking is a process using referrals whereby company employees use their personal networks of contacts and resources to identify possible future employees. *Traditional recruitment agencies* use advertisements and / or databases of respondents to match job requirements from companies to the skills of the respondents. Some companies follow a *rigorous interview and selection process* such as psychometric testing and multiple interviews to test respondents for cultural and organisational fit, regardless of which recruitment method was used to locate the candidate.

Please mark the appropriate box below to indicate your selection:

Section A: Demographics and background

1	<i>Gender</i>	Female	Male
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2	<i>Race</i>	Black	White	Asian & Indian	Coloured
---	-------------	-------	-------	----------------	----------

3	<i>Do you have a degree?</i>	Yes	No
4	<i>How would you best describe your current role?</i>		
	Technical specialist	Middle management	Executive
	Other, please specify below		

5	<i>How long has it been since you have changed companies?</i>		
	Less than 12 months	More than 12 but less than 24 months	24 months or more

6	<i>Which recruitment method did you use to change to your last job?</i>		
	Through an agency	Through a social network, without a rigorous selection process	Through a social network with a rigorous selection process

Section B: Please rate your level of satisfaction with the recruitment process.

How satisfied were you:

7	<i>With the ease and speed of the recruitment experience?</i>				
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied

8	<i>With the thoroughness of the recruitment and selection process?</i>				
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied

9	<i>In terms of a clear understanding of the responsibilities and deliverables of the job?</i>				
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied

10	<i>That you understood and were able to align yourself with the strategy and direction of the company during the recruitment process?</i>				
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied

11	<i>With your ability to negotiate the benefits offered?</i>				
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied

12	<i>That you remained objective in respect of the job during the process?</i>				
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied

13	<i>That your abilities matched the requirements of the job.</i>				
	Very poor match	Poor match	Reasonable match	Well matched	Very well matched

Section C: Please rate the experience on entering the organisation and the first two months of your new job.

14	<i>Most people when they start a new job experience shocks / surprises. Rate your experience of the extent of the shocks and surprises.</i>				
	Extremely negative	Somewhat negative	No real shock / surprise	Somewhat positive	Extremely positive

15	<i>What was the nature of these shocks and surprises?</i>

16	<i>How satisfied were you with:</i>
----	-------------------------------------

16.1	<i>The career path fit (i.e. that your job selection choices were not limited to the particular industry as a result of the recruitment agent / social network)?</i>				
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied

16.2	<i>The organisational culture?</i>				
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied

16.3	<i>Expectations created with your new work colleagues – was it realistic for your performance in the new job?</i>				
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied

16.4	<i>How satisfied are you that other employees shared their technical / strategic knowledge with you?</i>				
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied

16.5	<i>The physical working environment.</i>				
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied

16.6	<i>Did you feel obligated to conform to the company's standards?</i>				
	Not obligated at all	Somewhat less obligated	Neutral	Somewhat obligated	Highly obligated

17	<i>In the first two months one often compares one's expectations to the realities of the new job. How would you rate your first two months?</i>				
	Realities much worse than expected	Realities somewhat worse than expected	Realities as expected	Realities somewhat better than expected	Realities much better than expected

Section D: Please rate your current job levels of satisfaction.

How satisfied are you with:

18	<i>The nature of the work that you are performing?</i>				
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied

19	<i>Your manager?</i>				
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied

20	<i>The job content in terms of maintaining your interest over the next 12 months?</i>				
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied

21	<i>The job being suitable to your career development plans?</i>				
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied

22	<i>Your level of pay?</i>				
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied

23	<i>The opportunities for a promotion in the company?</i>				
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied

24	<i>Your work / life balance in your current position?</i>				
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied

25	<i>The environment – does it promote healthy competition between employees and departments within the organisation?</i>				
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied

26	<i>The level of support for new initiatives that you have launched in the company?</i>				
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied

27	<i>The rewards – is it tied to performance in the organisation?</i>				
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied

28	<i>The skill levels in your area in the organisation – does it complement your skills?</i>				
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied

29	<i>Your new colleagues - are they receptive towards the building of professional relationships?</i>				
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied

30	<i>The job - is it enhancing and complementing your social and professional network?</i>				
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied

31	<i>The mutual trust relationship with your colleagues?</i>				
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied

32	<i>How tasks and processes are coordinated between colleagues and departments?</i>				
	Very dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Very satisfied

33	<i>What is the main method that you use in your business to help you to retain focus on the external business environment (such as market developments and future opportunities)? You may select more than one method.</i>			
	Follow media reports (newspapers, business magazines)	Use internal reports on the markets and environment	Use personal / professional networks	Other (please explain)

34	<i>How would you best describe your personal / professional network? You may select more than one method.</i>				
	Strategic – keeps goals and career on track	Personal – sound board for ideas / concepts	Operational – helping to get the job done	Not applicable	Other (please explain)

35	<i>Do you feel committed to the success of the company?</i>				
	Not committed at all	Some lack of commitment	Neutral	Somewhat committed	Very committed

36	<i>How long do you intend staying in your current job?</i>				
	Less than 1 year	1 to 2 years	2 – 5 years	More than 5 years	Other (please specify)

Thank you for completing the survey, your time is much appreciated.