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EXPLORING REALISTIC JOB PREVIEWS IN THE MODERN WORKPLACE: AN EMPLOYEE PERSPECTIVE

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DECLARATION REGARDING PLAGIARISM

I, Lelani Bornman, declare that Disciplinary Enquiries in Terms of Schedule 8 of the Labour Relations Act 66 of 1995 is my own unaided work both in content and execution. All the resources I used in this study are cited and referred to in the reference list by means of a comprehensive referencing system. Apart from the normal guidance from my study leader, I have received no assistance, except as stated in the acknowledgements.

I declare that the content of this thesis has never been used before for any qualification at any tertiary institution.

I, Lelani Bornman, declare that the language in this thesis was edited by Neil R Barnes (PhD Psychology – Research Consultant).

Lelani Bornman   Date: September 2014
Signature

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ABSTRACT

EXPLORING REALISTIC JOB PREVIEWS IN THE MODERN WORKPLACE: AN EMPLOYEE PERSPECTIVE

Purpose: This study aims to explore the perceptions of employees on Realistic Job Previews (RJPs) as a recruitment method relating to expectations, job satisfaction and retention.

Motivation for the study: The modern workplace is an environment characterised by extreme competition for talented employees. As more skilled employees enter the workplace, organisations are expected to adapt an appropriate recruitment method, as organisational success is highly dependent on the acquisition of a talented workforce. Limited research has been conducted in the 21st century on the appropriateness of RJPs from an employee perspective. Therefore, this research could assist modern organisations in making informed decisions about rendering the most appropriate recruitment method.

Research design, approach, and method: An interpretivist qualitative research strategy was used on a non-probability purposive sample of 10 employees from various organisations and sectors in South Africa. The sample consisted of employees with a higher education qualification as a minimum, aged between 21 and 50, and employed by any organisation utilising RJPs. Data was analysed rendering a coding methodology and with the utilisation of a systematic coding tool, namely Atlas.ti.

Main findings: The participants seem to have positive perceptions of RJPs as it enabled them to have met expectations. The findings indicated that three intervening conditions influenced this, namely person-organisation fit, trust and honesty and preparedness. Furthermore, the participants seem to perceive RJPs positively as it leads to them having increased job satisfaction. It is evident from the findings that three intervening conditions had an impact on this, namely met expectations, preparedness as well as trust and honesty. Lastly, the participants seem to have positive perceptions of RJPs as it resulted in them having increased levels of retention. The increased levels of retention were influenced by three

intervening conditions, namely met expectations, self-selection and quitting thoughts. Overall the results indicate that the participants appear to have overly positive perceptions of RJPs, and hence perceive it as an appropriate recruitment method.

Practical implications: The findings of this study should alert modern organisations to the importance of employing the most appropriate recruitment method, as recruiting the wrong people can result in increased employee turnover and costs, low levels of morale, decreased performance and increased resignations.

Contribution/value-add: This study makes a theoretical contribution to the existing gap in the literature regarding the appropriateness of RJPs as a recruitment method from an employee perspective regarding expectations, job satisfaction and retention. Furthermore, the study adds value in terms of equipping modern organisations to ensure that the most appropriate recruitment practices are implemented to attract and retain the best talent.

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CHAPTER 1: INTRODUCTION AND BACKGROUND

1.1. INTRODUCTION

Chapter one provides the reader with an introduction to the study. This section serves to outline a comprehensive discussion on the background of the study, the research problem, the purpose statement, as well as the research questions that this study intends to answer. This chapter concludes with the academic value and contribution of the study, the delimitations made, definitions of the key terms used for this study, as well as a brief outline of each chapter of the study.

1.2. BACKGROUND

Employees are regarded as the most valuable asset to any organisation (Cappelli, 2008; Mello, 2011; Fields, 2012) since organisational success and competitiveness cannot be achieved without competent employees fulfilling the necessary day-to-day tasks. Recruitment is a powerful tool in determining the success of any given company, as an appropriate recruitment method will ensure organisational success (Mello, 2011; Schawbel, 2012). Rendering the right talent therefore not only contributes to the success of an organisation, but also influences the success of other Human Resource (HR) functions (Schawbel, 2012). Recruitment not only enables and facilitates the attraction and selection of future leaders, but also enables identification of HR needs within an organisation. This contributes strongly to optimal organisational success and sustained competitive advantage (Schawbel, 2012). In addition, utilising a suitable recruitment approach provides organisations with an opportunity to gain the highest possible performance levels at the lowest cost (Fields, 2012; Schawbel, 2012).

According to Fields (2012), recruitment is seen as the factor that reflects on all facets of an organisation, as well as on the outcomes achieved by a company. Fields (2012) indicates

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that recruitment within the workplace focuses on employee relationship issues as well as HR initiatives. Hiring the right people therefore contributes to a company's success, whereas poor hiring decisions may cause a company to fail. Should management's efforts consistently demonstrate unsatisfactory results, and should there be consistently poor performing employees present in an organisation, it can be presumed that recruitment methods employed are questionable and ought to be revised (Mello, 2011; Fields, 2012). This portrays a negative reflection of the hiring practices of the responsible leader in an organisation. Recruiting the wrong people can lead to various problems such as increased turnover, increased cost for a company, as well as a lower levels of morale among employees (Fields, 2012; Schawbel, 2012). This may result in employees who are more likely to be discontent and produce lower levels of performance, employees giving less than their best, as well as employees quitting their jobs (Mello, 2011). Organisations are therefore dependent on appropriate recruitment practices in order to attract and retain the right people (Cappelli, 2008; Mello, 2011).

A new school of thought as stated by Cappelli (2008) regarding talent acquisition has emerged over the past few years (attracting, acquiring, engaging, developing, performance management and retaining). This has challenged the traditional approach to talent management, arguing that it has become redundant (Cappelli, 2008; Lewis & Heckman, 2006). Due to globalisation, the modern world of work is characterised as an ever changing environment which involves extreme competition and rapid changes (Van Tonder, 2004). Organisations are in constant competition for top resources to attract and acquire the best talent in order to achieve a competitive advantage (Cappelli, 2008). For this reason, organisations are challenged to adopt the most appropriate recruitment method, as their success and competitiveness will solely depend on a talented workforce.

The competition for talented human resources is a global challenge, and even within the South African context, organisations struggle to attract and retain the best talent in order to become a 'world class company' (Moalusi, 2001). It therefore comes down to recruiting and finding the best talent that will assist companies in achieving ultimate success. Recruiting the right people by means of the most appropriate method is therefore a critical success factor for organisations in reaching ultimate success and a competitive edge.

Various recruitment methods are used by organisations to attract and select the talent which best fits the purpose and needs of the business. Traditional recruitment methods such as newspaper advertisements, internet sourcing, recruitment agencies, word of mouth and tertiary institutions are being phased out and substituted with more appropriate approaches for the modern workplace (Schawbel, 2012). One of the recruitment methods utilised in the modern workplace is Realistic Job Previews (RJPs). RJPs is a recruitment method that provides applicants with both favourable (positive) and unfavourable (negative) information and therefore sketches an accurate picture of the job (Buckley, Fedor, Carraher, Frink, & Marvin, 1997; Faller, Masternak, Grinnell-Davis, Grabarek, Sieffert, & Bernatovicz, 2009).

Numerous studies conducted during the 70s until the 90s reflect positive outcomes of RJPs on work related issues such as turnover, retention, job attitudes, job satisfaction, coping ability, commitment to the job, person-organisation fit, met expectations, performance levels, and attrition, which might all ultimately contribute towards organisational success and competitiveness (Braker, Griffeth, Hom, & Palich, 1998; Breaugh & Suszko, 1986; Meglino, DeNisi, Youngblood, & Williams, 1988; Miceli, 1985; Premack & Wanous, 1985; Reilly, Brown, Blood, & Malatesta, 1981; Wanous, 1973). Some studies on RJPs, however, reveal that when applicants are exposed to both positive and negative information, the challenge for job acceptance and turnover exist, as well as the fact that they tend to develop less positive attitudes to the organisation and the job (Ganzach, Pazy, & Ohayun, 2002; Premack & Wanous, 1985; Reilly, Tenopyr, & Sperling, 1979).

To date, there is still uncertainty around the appropriateness of RJPs as recruitment methods. Moreover, there are also uncertainties on how employees themselves perceive this approach to recruitment.

1.3. PROBLEM STATEMENT

As an approach to recruitment, RJPs have received significant attention as from as early as the 1970s (Miceli, 1985; Phillips, 1998). However, limited research has been conducted

within the 21st century regarding the appropriateness of RJPs as well as employee perceptions of RJPs.

A further identifiable gap exists with regard to limited recent and South African literature addressing the suitability of RJPs in terms of expectations, job satisfaction and retention from an employee perspective. In addition, the existing research findings reveal inconsistencies on whether RJPs result in met expectations, increased job satisfaction and higher levels of retention. Furthermore, previous studies conducted on RJPs have mainly adopted a quantitative approach, which signifies the need for studies adopting a qualitative approach in nature.

This indicates a conspicuous gap regarding available empirical evidence addressing this topic, which emphasises the need for research to be conducted on this topic within the South African context. For this reason, the question arises: What are the perceptions of employees on RJPs in the modern workplace?"

1.4.   PURPOSE STATEMENT

The purpose of this study is to explore employees' perceptions on RJPs as recruitment methods within a South African context. More specifically, the focus is on determining how employees perceive RJPs with regards to their expectations, job satisfaction and levels of retention.

1.5.   RESEARCH QUESTIONS

This study attempts to comprehensively explore RJPs as a recruitment method, with specific reference to answering the following primary research question:

♦   How do employees perceive RJPs within the modern workplace?

In addition, the following specific research questions have been formulated:

♦ What are employees' perceptions of RJPs with regard to their expectations in the South African context?

♦ What are employees' perceptions of RJPs with regard to their job satisfaction in the South African context?

♦ What are employees' perceptions of RJPs with regard to their retention in the South African context?

1.6. RESEARCH METHOD

An interpretivist qualitative research strategy was used in this exploratory study. Qualitative research methods produce a wealth of detailed information regarding a small amount of people, thus allowing an increase in the depth of understanding (Creswell & Clark, 2007; Patton, 1990). The nature of the study focuses on meaning making and understanding the social phenomena in the lives of participants. For this reason, an interpretivist qualitative research strategy enables for the understanding of employees' perceptions on RJPs with regard to their expectations, job satisfaction and retention.

Semi-structured interviews were conducted amongst employees aged between 21 and 50, with at least a higher education qualification and employed by various South African organisations in different industries and sectors that utilises RJPs as recruitment methods. The reason why semi-structured interviews were utilised is based on the fact that it permitted to gain a clear understanding regarding the phenomena under study by means of focusing on each participant's perceptions of RJPs in terms of their expectations, job satisfaction and retention. Semi-structured interviews allowed the gathering of rich and valuable information since probing allows for clarification and further investigation. The rationale for choosing this particular sample was to obtain participants' perceptions on RJPs with regard to their expectations, job satisfaction and retention since talented employees are recruited differently than a century ago (Cappelli, 2008). All of these

employees have different, yet valuable perceptions regarding an RJP and the influence it had on their expectations, job satisfaction and retention, and hence semi-structured interviews as data collection instrument was used to address the research questions in an effective manner.

1.7. ACADEMIC VALUE AND CONTRIBUTION OF THE STUDY

With regard to this study, the academic value and the contribution are twofold. Firstly, it will add value towards the theoretical field, and secondly it will contribute towards the practical application field.

The limited availability of literature regarding the appropriateness of RJPs within the 21st century signifies the need for research to be conducted. Due to almost non-existent empirical evidence addressing employees' perceptions on RJPs from a South African stance within the 21st century, the study will add value and contribute to the theoretical field by means of exploring the perceptions that employees have of RJPs within the modern workplace. Since inconsistencies exist in terms of whether RJPs lead to met expectations, increased job satisfaction and increased retention, the study will add value in clarifying existing inconsistencies. Moreover, the study will contribute to provide South African literature on the topic under study, whereas it will add value to the theoretical field with regards to available empirical evidence which will support other researchers in conducting further studies.

Since an organisation's main objective in managing human assets is to ensure that appropriate HR practices are implemented within the business environment, the question for organisations would therefore be to determine the usefulness of RJPs as a recruitment method with regard to meeting employees' expectations, increasing their job satisfaction and increasing their levels of retention, particularly in modern organisations. These three constructs explored, will give an indication of the appropriateness of RJPs as recruitment method within the modern workplace. The research may further support organisations in selecting the most appropriate candidates for crucial positions and to retain the mentioned

talent. Essentially, this research will also enable organisations to achieve their long-term goals as well as a sustained competitive edge.

As the modern workplace is currently characterised by a competition for top human resources – with the focus on scarce skills - organisations are searching for the best talent in order to achieve success and reach a competitive edge. Hence, organisations are challenged to recruit and select employees with appropriate knowledge and skills to become world class companies.

Thus, by providing an answer to the research questions, organisations will benefit by having access to the latest research information which will enable informed decision making regarding the most suitable recruitment method and the enhancement of current recruitment strategies. Furthermore, organisations will be offered a recommendation in terms of the suitability of RJPs as a recruitment method in order to attract and retain the best talent.

1.8. DELIMITATIONS

For any study, it is important for a researcher to note the intentions of a study; as such, limits of the problem should be bounded to ensure the study remains purposeful (Leedy & Ormrod, 2013). According to Nenty (2009), delimitations of a study refer to the boundaries being set with regard to the scope of the study, where boundaries are considered as the factors that could be controlled by the researcher. For the purpose of this study, several and specific delimitations have been created in order to ensure acquiring accurate, valuable and comprehensive information. The study indicates various delimitations with regard to the context, constructs, as well as the theoretical perspectives of the study.

Firstly, the study was limited to the context of employees with at least a higher education qualification, aged between 21 and 50, located within South Africa and currently employed by any organisation from any industry or sector utilising RJPs as recruitment method. As such, the study did not consider employees without a higher education qualification, nor did it consider employees who are not between the age of 21 and 50. The study was further limited to the South African context, since there is a negligible amount of research

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on the usefulness of RJPs from an employee perspective in modern organisations. Hence, the study did not consider employees outside the boundaries of South Africa and who are not currently employed by an organisation utilising RJPs as recruitment method. Secondly, the study only explored the perceptions of employees on RJPs with regard to their expectations, job satisfaction and retention. Finally, in terms of theoretical perspectives, the literature review of the study is limited to literature focusing on the appropriateness of RJPs with regard to expectations, job satisfaction and retention. For this reason, the results of the study cannot be generalised to the larger population.

1.9. DEFINITIONS OF KEY TERMS

For the purpose of this study, the following key terms were used, namely realistic job preview, expectations, job satisfaction and retention. The way in which these key terms are defined for the purpose of the study is considered below in Table 1.1.

Table 1.1: Definitions of key terms

Key Term	Meaning
Realistic job preview	A recruitment method in which an organisation provides employees with both favourable (positive) and unfavourable (negative) job related information, thus allowing employees to grasp a balanced picture of what the job entails (Hewitt, Larson, O'Nell, & Sauer, 2001).
Expectations	The expected outlook formed by an individual (job applicant) concerning his or her job-related aspects (what one expects from the job, thus what beliefs are formed regarding what the job entails) as well as the relationship with the organisation (Buckley, Mobbs, Mendoza, Novicevic, Carraher, & Beu, 2002).

Job satisfaction	The state of mind encircling all of the feelings experienced by an individual that is determined by the extent to which an individual perceives that his or her job-related needs are met (Azeem, 2010).
Retention	Retention of employees refers to ensuring that an organisation keeps its best talent to support success and a competitive advantage (Berger & Berger, 2004; Cannon & McGee, 2011; Cunningham, 2007).

With regard to this study, the following abbreviations have been used as depicted in Table 2.2 below.

Table 2.2: Abbreviations used in this document

Abbreviation	Meaning
HR	Human resources
RJP	Realistic job preview
TJP	Traditional job preview

1.10. CHAPTER OUTLINE

For this study, the following serves as a chapter layout of the study. **Chapter 1** presents a discussion on the background and intention of the study. **Chapter 2** provides an overview of the literature pertaining to the background of employee recruitment, RJPs as recruitment method, and literature addressing the appropriateness of RJPs as a recruitment method, with special reference to expectations, job satisfaction and retention. **Chapter 3** focuses on the methodology used in this study. **Chapter 4** presents the

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research findings in terms of the predetermined main themes and emerged sub-themes. **Chapter 5** continues to discuss and integrate the research findings in conjunction with available literature on the appropriateness of RJPs in terms of expectations, job satisfaction and retention. Lastly, **Chapter 6** serves as the concluding chapter focusing on the meaning behind the research findings by means of providing a summary of the overall study.

1.11. CONCLUSION

This chapter provides an overview on the background pertaining to RJPs. The chapter begins with a brief overview regarding RJPs as recruitment method, including the problem and purpose statement of this study. This is followed by an outline of the research questions that this study intends to answer. Furthermore, this chapter focuses on the academic value and contribution that this study adds, the definitions of key terms and the delimitations of this study. The chapter concludes with an outline as per each chapter in this study. This is the introductory chapter to the study which builds the foundation for the rest of the study. The following chapter will address the literature relating to RJPs as recruitment method.

CHAPTER 2: LITERATURE REVIEW

2.1.   INTRODUCTION

The aim of this chapter is to provide a solid theoretical base for the research questions that this study explores. The chapter serves to critically investigate relevant literature that provides insights on the appropriateness of RJPs as a recruitment method with regard to expectations, job satisfaction and retention. The chapter begins by presenting the background of employee recruitment, followed by the conceptual foundation of RJPs, the definition of RJPs, RJPs as recruitment method, and lastly a brief overview regarding whether an RJP is an appropriate method for recruitment.

2.2.   BACKGROUNDTO EMPLOYEE RECRUITMENT

The dynamic nature of the modern workplace and its influences on modern HR practices cannot be overemphasised. Closely related to this dynamism is the magnitude of generational differences in organisations which consistently pose a significant challenge to many organisations that favour traditional HR practices. As more talented employees enter the workplace, organisations are faced with the challenge to adapt their recruitment practices in order to attract and retain the best talent (Cappelli, 2008). Since employees are seen as the greatest asset of an organisation (Field, 2012; Mello, 2011; Schawbel, 2012) it is crucial to establish an appropriate recruitment method so that employees are capable of fulfilling their daily tasks.

Recruitment is seen as one of the most important strategic areas within any given company (Mello, 2011). The reason for this is that recruited applicants are regarded as a critical factor for organisations to either succeed or fail since a competent and talented workforce is key for organisations moving from being good to becoming a world class company.

In addition to this, Mello (2011) states that an organisation's performance is a direct result of the individuals that are employed, which have a direct impact on the success or failure of an organisation. This is true in every aspect of the competitive world of work that we live in. Without talented employees, an organisation is destined to fail as skilled employees are regarded as the backbone of any organisation (Cappelli, 2008). Hence, it is critical for organisations to adopt the most suitable recruitment method as this will result in employing appropriate candidates to fill crucial positions which will ultimately lead towards organisations achieving a sustained competitive edge (Mello, 2011).

2.3. CONCEPTUAL FOUNDATION OF RJPs

2.3.1. Recruitment

The appropriateness of different recruitment methods has been the topic of speculation for more than fifty years (Zottoli & Wanous, 2000). According to Dessler (2011), employee recruitment can be defined as the process of finding and attracting applicants in order to fill a specific vacant position. In addition, Doyle (2012) defines recruitment as part of the hiring process, where an organisation attempts to reach a pool of talented applicants by making use of various methods such as job postings, job referrals, advertisements, graduate recruitment just to mention a few. Greenhaus, Callanan, and Godshalk (2010) contribute by stating that recruitment can be used to select candidates with the right talents and values compared to that of an organisation, therefore ensuring a high level of compatibility between the job applicants and the organisation's requirements.

2.3.2. Recruitment philosophies

The Human Resource Management (HRM) literature identifies two rather different recruitment philosophies that exist, namely traditional recruitment and realistic recruitment (also known as RJPs) (Raub & Streit, 2006; Wanous, 1973; Zottoli & Wanous, 2000). The traditional approach can be summarised as a practice of selling an organisation to outsiders (Morse & Popovich, 2009). Over the years, organisations adopted a traditional approach to recruitment, which only provides applicants with positive or favourable information regarding the organisation and the job (Morse & Popovich, 2009; Raub & Streit, 2006). Due to this approach, job applicants only become aware of the negative aspects after the job has been accepted. From the traditional perspective, Raub and Streit (2006, p. 279) indicate that, "the ultimate goal of recruitment is to attract a maximum number of applicants to the recruiting organisation." Hence, the provision of incomplete or even biased information regarding a job and the organisation is perceived as acceptable in order for an organisation to reach this goal (Raub & Streit, 2006). However, from a strategic point of view, this method may not live up to assisting organisations achieving their goal of becoming a world class company.

In the mid-1970s, researchers started to criticise this recruitment approach. This was because they believed that its proposed benefits in terms of attracting large amounts of applicants seem to be outweighed by its negative consequences for selecting and retaining the recruited candidates (Raub & Streit, 2006). These risks include the potential for reality shock experienced by newly hired employees which results from the mismatch between pre-employment expectations and the actual reality of working life experiences within the organisation (Morse & Popovich, 2009). The literature indicates that the main concern with the traditional recruitment approach is that it creates unrealistic or inaccurate expectations of the job among applicants (Breaugh, 2008), as they did not receive a clear picture of what the job entails. For this reason it may lead towards a 'rude awakening' among newly hired employees once they discover the reality of what the job entails (Raub & Streit, 2006). The larger the gap between the promises made during recruitment and the experiences of the newly hired employees once on the job, the greater the levels of frustration and dissatisfaction, resulting in employees being unproductive, and in the end quitting their jobs rapidly (Raub & Streit, 2006). This makes complete sense, if employees

are not clear on what their job entails and their role within the position, it is only a natural behaviour to become frustrated, negative and dissatisfied in one's job.

On the other hand, a more realistic approach to recruitment or RJPs is preferred, which seems to be overall positive and beneficial to both organisations and job applicants (Meglino, Denisi, & Ravlin, 1993; Mello, 2011). The ultimate intention of organisations is to attract, hire, and retain the best talent however; applicants have their own ideas regarding what their prospective jobs entail (Adeyemi-Bello & Mulvaney, 1995). Although some research studies found conflicting results, a significant amount of the literature indicates that RJPs have positive outcomes, since it generates higher levels of job satisfaction, organisational commitment, retention, met expectations as well as job performance (Premack & Wanous, 1985; Reilly et al., 1981; Wanous, 1973; Wanous & Colella, 1989). In order to explore the appropriateness of RJPs as a recruitment method, it is crucial to define the meaning of this method as briefly discussed within the next section.

2.4.   DEFINING REALISTIC JOB PREVIEWS

The main purpose of RJPs is to provide applicants with job related information, and to sketch an accurate picture of the relevant job (Buckley et al., 1997; Faller et al., 2009). This method can be used to set the expectations of employees at levels which are more appropriate, therefore reducing the level of shock experienced by an employee once in the job (Greenhaus et al., 2010). RJPs are defined as recruitment practices that provide job applicants with both favourable (positive) and unfavourable (negative) job related information (Dickerson, 2009; Ganazach et al., 2002; Morse & Popovich, 2009; Richardson, McBey, & McKenna, 2008). The key idea of RJPs is to provide applicants with balanced and honest information concerning both positive and negative aspects of the job as well as the organisation (Raub & Streit, 2006). Moreover, Morse and Popovich (2009, p. 1), argue that "the foundation of RJPs is to present job applicants with a realistic view of what it is like to work in that particular organisation and within a specific job by including negative as well as positive information." Miceli (1985, p. 277) confirms this by defining RJPs as a recruitment approach "whereby organisations provide individuals with all pertinent information without distortion rather than only positive descriptions of the job.

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From the above mentioned definitions, it is apparent that researchers have a common definition and understanding concerning the meaning of RJPs and what it entails.

2.5.   REALISTIC JOB PREVIEWS AS A RECRUITMENT METHOD

Since the main aim of organisations is to attract and retain the best talent as well as achieving organisational success and a competitive advantage, it is crucial that organisations adopt an appropriate recruitment method to achieve the best benefits. Examples of different recruitment methods include job advertisements, headhunting, job portals and so forth. Regardless of this, the literature (Buckley et al., 1997; Faller et al., 2009; Mello, 2012) indicates that within the modern workplace RJPs are viewed as a preferred recruitment method, although this method is not utilised by all companies. The question therefore still remains as to which recruitment method is the most appropriate and preferred within the modern workplace as this will assist organisations in attracting and retaining top talent which ultimately contribute towards organisations achieving and sustaining success and a competitive edge as employees are regarded as the back bone of any company (Cappelli, 2008).

The foundation on which RJPs are based is that many job applicants may have inaccurate viewpoints regarding the positions for which they are applying (Breaugh, 2008). If organisations provide applicants with both favourable as well as unfavourable information, job applicants will then have the ability to ensure that their occupational needs are matched with the actual job (Bourgeois, 2003). In the case where applicants are given a realistic picture of a job, they are placed in the position of determining whether or not he/she fits with the organisation. This in turn enables employees to make an informed decision to take the opportunity or to decide not taking the job.

RJPs tend to screen out those individuals whose needs are not compatible with the demands of the job, or even when individuals are incompatible with the culture of the organisation (Meglino et al.,1993). Furthermore, applicants will be in a better position as they consider additional information regarding the job and the organisation, and therefore realistic job choices can be made. The provision of RJPs are assumed to foster the

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perception that the organisation is honest and trustworthy. According to Adeyemi-Bello and Mulvaney (1995, p. 1), RJPs serve three important functions: 1) to discourage employees that will less likely survive on the job, 2) to help applicants build trust and respect as organisations guaranteeto be upfront and honest, and 3) to increase the probability that the newly hired employee will be able to cope with the demands of the job.

According to Warnich, Carrell, Elbert, and Hatfield (2015), the effectiveness of an organisation depends largely on the effectiveness of its employees. Without a highly qualified workforce, an organisation is destined to achieve a lower level of performance and productivity (Warnich et al., 2015). In order for organisations to achieve a sustained competitive advantage, recruitment is a critical factor in the case where organisations are striving to become a world class company. Organisations within the 21st century are utilising RJPs whereas they provide applicants with a realistic preview of the job, hence the applicants are able to determine whether the position is right for them (Faller et al., 2009; Rioux & Bernthal, 1999).

Moreover, it is evident that current South African organisations are making use of this recruitment method as they believe that this method allows them to select and recruit the best possible talent (L. Du Toit, Personal communication, January 29, 2014; M. Coetzer, Personal communication, February 5, 2014; L. Wels, Personal communication, January 26, 2014). This enables an organisation to identify individuals who possesses the right skills and abilities in order to be successful at their job (Rioux & Bernthal, 1999). Warnich et al. (2015) contributes to Rioux and Bernthal by stating that it is crucial for organisations to introduce new comers to the organisation, their day-to-day tasks, as well as their superiors and co-workers (Warnich et al., 2015).

It is evident that modern organisations use this method in combination with other recruitment methods, including a job-based approach, competency-based approach, Decision Making Training (DMT), and Expectation-Lowering Procedures (ELPs), just to mention a few (Buckley et al., 2002). According to Buckley et al. (2002) a non-job-specific ELP in combination with an RJP may exceed the benefits than when an ELP or RJP is used alone. The literature indicates that RJPs as a recruitment method are utilised amongst all employment levels (including lower levels, management levels and

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professionals), whether it is to recruit bank tellers, prison guards or managers (Hicks & Klimoski, 1987; Sims, 2002).

2.6. ARE REALISTIC JOB PREVIEWS APPROPRIATE FOR RECRUITMENT

The appropriateness of recruitment methods with regard to new employees is not seen as a new topic to the research field (Zottoli & Wanous, 2000). The main focus of this section is to critically evaluate relevant and available literature with regard to whether RJPs is suitable for recruitment.

Based on the literature it is clear that RJPs has certain outcomes on various work related issues as experienced by applicants, namely met expectations, job satisfaction, retention, adjustment, work engagement, role clarity and perceptions, organisational commitment, organisational attractiveness, attentiveness and career satisfaction, turnover, and interest and self-efficacy (Reilly et al., 1981; Braker et al., 1998; Breaugh & Suszko, 1986; Ganazach et al., 2002; Miceli, 1985; Meglino et al., 1988; Reilly et al., 1979; Premack & Wanous, 1985). As these outcomes tend to be either positive or negative, it is evident that there is no consensus as to whether RJPs as a recruitment method are appropriate. For the purpose of this study, only expectations, job satisfaction and retention are extensively discussed below.

2.6.1. Expectations

According to Bauer (2012) it is apparent that employees take about 90 days to prove themselves in a new job, hence the faster newly appointed employees feel welcome and well prepared for the job, the faster these employees will add value to organisational success (Bauer, 2012). Based on this, it is therefore crucial to ensure that employees have clear expectations regarding the job, otherwise organisations are negatively impacted based on productivity. Bauer (2012), states that it is critical that newly appointed employees have a clear understanding and clarity regarding the new role and related

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expectations. The rationale behind this is that should employees not be clear about their role and related expectations, frustration and dissatisfaction may result and therefore productivity and performance may be impacted (Bauer, 2012; Buckley et al., 2002). Ultimately, this is what organisations do not want as the goal of any given organisation is to achieve success and a competive advantage. The expectations as perceived by job applicants, refer to an outlook that is formulated by an applicant in relation to job-related aspects, in essence how he/she perceives the job and organisation to be (Buckley et al., 2002; Dean & Wanous, 1984).

With regard to new employees, the literature reveals that within the modern world of work, employees seem to have several expectations when entering the workplace (Broadbridge, 2012; Oxenbridge & Evesson, 2012). These expectations include the following, as depicted in Table 2.1 below.

Table 2.1: Modern employee expectations (Broadbridge, 2012; Oxenbridge & Evesson, 2012)

Expectation	Description
Job and employment flexibility	Employees in the current world of work strive toward having work-life balance. This means that employees enter a workplace with the need to balance their career with a healthy lifestyle, allowing for flexibility within the workplace.
Career and professional development	Within the modern world of work, new employees crave career success and the opportunity for responsibility and independence. Hence, employees enter the workplace with the expectation that they will be afforded the opportunity to develop and grow in their career, thus an opportunity to climb the career ladder within the workplace. Moreover, employees

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	strive towards gaining promotion, continuous training and development, and learning opportunities.
Positive company culture	In the current day and age, employees experience the need of working for a company that has a positive and engaging culture. For this reason, employees want to embrace working for a company within an environment that allows for positivism, engagement, interaction, acknowledgement, feedback, drive, growth, development and success.
Satisfaction and fulfilment	Employees enter the modern workplace and a particular job as a means of reaching job satisfaction and feeling completely fulfilled and passionate within the role that they are in. Based on this, employees have the expectation of being satisfied with regard to their job tasks, responsibilities, personal growth opportunities and the achievement of success.
Openness, trust and honesty	Employees in the modern workplace experience the need for openness, trust and honesty within their organisation. These three elements are regarded as vital for employees as this allows for relationship building and interaction. New employees entering the workplace experience these as vital as it creates a sense of belonging, the feeling that they can trust the organisation, as well as the fact that the company values and cares for its employees.

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From the above mentioned, it is evident that newcomers have various expectations when entering the workplace, however some of these expectations may only exist after being in the organisation for a while (Broadbridge, 2012; Oxenbridge & Evesson, 2012). Good employment relationships usually start off with a good recruitment process which allow employees to have clear expectations regarding the role, working conditions and employment rights (Ministry of business, innovation and employment, 2014). Bauer (2012) adds to this by stating that the recruitment process utilised not only provides valuable information, but also helps newly appointed employees to form realistic expectations and to engage in coping mechanisms. Based on this, the recruitment method utilised can be used as a mechanism to add value in terms of productivity and performance. Moreover, newly appointed employees may feel vulnerable, unprepared or lacking confidence when they start working (Oxenbridge & Evesson, 2012). This is where RJPs comes to play as it is seen as a preferred recruitment method with regard to sketching accurate expectations of the job and organisational culturesince it prevent new employees from suffering unment expectations (Bauer, 2012).

The utilisation of RJPs as a recruitment method has an influence on applicants expectations. RJPs have a positive influence on the expectations of job applicants (Buckley et al., 2002; Dean & Wanous, 1984; Dugoni & Ilgen, 1981; Hom, Griffeth, Palich, & Bracker, 1999; Lent, Nota, Soresi, & Ferrari, 2007; Meglino et al., 1988; Phillips, 1998; Premack & Wanous, 1985; Reilly, et al., 1981). The reason for this is that when employees receive a balanced picture regarding what the job entails, it prepare them on what to expect in the job. Since this is the purpose of an RJP, employees perceive to have met expectations once in the job as the RJP accurately sketced a realistic picture of the job and hence this never changed. With RJPs, the job expectations of applicants tend to be significantly lower since applicants are provided with a realistic picture of the job and the company, thus allowing applicants to make an informed decision whether to join the organisation or not (Buckley et al., 2002; Colarelli, 1984; Dean & Wanous, 1984; Dugoni & Ilgen, 1981; Krausz & Fox, 1981; Lent et al., 2007; Meglino et al., 1988; Phillips, 1998; Premack & Wanous, 1985; Wanous, 1973).

It is apparent that the provision of RJPs permits job applicants to match their needs with that of the company, and henceforth if applicants do not perceive a positive person-

job/organisation fit, they will be able to withdraw from job consideration (Breaugh, 2008). The rationale behind this is that if applicants are given a realistic picture of what the job entails and what to expect once in the position, it permits applicants to determine whether or not they would fit with the organisation. Breaugh (2008) continues by stating that those RJP recipients that remain within the applicant pool, if hired, would most likely experience the job and organisation as expected, based on the purpose of a RJP. As a RJP allow employees to have clear expectations of the job before hand, it allows employees to have met expectations after entering the role since they were fully prepared as to what to expect and once in the position these expectations did not change (Breaugh, 2008).

In essence, the provision of RJPs may result in applicants having their job expectations met as they had realistic expectations of the job and the organisation. This in turn is likely to result in job satisfaction, retention, the fact that the organisation was honest and open during the recruitment process, as well as applicants being prepared for the job (Breaugh & Starke, 2000; Gill, 2007). On this note, Adeyemi-Bello and Mulvaney (1995), is of the opinion that initial job expectations may be favourably influenced when applicants are given a realistic preview of the job. This will result in appointing the best suitable candidate for the position which will ultimately contribute to organisations achieving organisational success and a competitive edge.

Although certain literature indicates that, the job expectations of applicants tend to be significantly lower when exposed to RJPs (Buckley et al., 2002; Colarelli, 1984; Dean & Wanous, 1984; Dugoni & Ilgen, 1981; Krausz & Fox, 1981; Lent et al., 2007; Phillips, 1998; Premack & Wanous, 1985), the assumption cannot be made that this is necessarily the case, because other literature has proven otherwise, indicating that no difference with regard to lower or higher levels of expectations exists (Reilly et al., 1981). The reason for this may be due to a base rate of reasonably realistic (or low) expectations within the job applicant population (Reilly et al., 1981). Reilly et al. (1981) argues that under such circumstances, RJPs could have little impact and thus it may be that some 'threshold level' of unrealistic expectations is required for RJPs to work. For this reason, inconsistencies exist in the literature regarding whether RJPs do lead to met expectations amongst employees. Moreover, as most of the literature relating to RJP is from the 1980s and

1990s, it can therefore not be assumed that RJPs lead to met expectations within the modern workplace (the 21st century).

Organisations within the modern world of work may prefer the Expectation Lowering Procedure (ELP) in addition to RJPs. RJPs are normally job specific and job-content loaded and it serves to meet the expectations of newcomers, whereas an ELP is typically not job specific and relatively content free, yet the literature indicates that it yields similar benefits as RJPs, which is to meet the expectations of newcomers (Buckley et al., 2002; Buckley, Fedor, Veres, Wiese, & Carraher, 1998). For this reason, RJPs fare relatively well in relation with ELPs since they yield similar outcomes in terms of expectations. Regardless of this, Buckley et al. (2002) argues that an ELP may have a greater impact on an employee's coping ability and retention as compared to an RJP. Hence, an ELP is seen as an excellent method, however both these methods (ELPs and RJPs) are seen as successful when it comes down to met expectations (Buckley et al., 2002).

2.6.2. Job satisfaction

Employee job satisfaction has been a topic that has received significant attention over the years (Gautam, Mandal, & Dalal, 2006). The literature reveals that job satisfaction is regarded as key for general satisfaction which enables energetic levels of employees in order to perform and achieve success (Qasim & Syed, 2012). Job satisfaction is regarded as a source that regulates peace of mind, fosters relaxation which ultimately results in increased enthusiasm and innovative work (Qasim & Syed, 2012).

Job satisfaction refers to the state of mind, including all of the feelings experienced by an individual that determine whether the individual feels that his/her job-related needs are met or not (Azeem, 2010; Qasim & Syed, 2012; Saeed, Iqbal, Nayyab, Mussawar, & Yaseen, 2013; Saleem, Majeed, Aziz, & Usman, 2013). It is regarded as the fulfilment, enjoyment and gratification that come from one's work (Asegid, Belachew, & Yimam, 2014). Job satisfaction is not only important to employees but also for the success of an organisation as employee job satisfaction is most likely to lead to increased productivity, higher levels of involvement and fewer thoughts of quitting than employees with less satisfaction (Qasim &

Syed, 2012; Saleem et al., 2013). If an employee is satisfied in his/her job, the feeling of completeness and accomplishment is often experienced, a feeling of relief that someone gets out of his/her job.

Over the years, many studies attempted to determine and explore the factors affecting job satisfaction (Saleem et al., 2013). Within the modern world of work, the literature identifies various determinants of job satisfaction, as specified by the literature (Qasim & Syed, 2012; Saeed et al., 2013; Saleem et al., 2013). These factors include the following, as evident in Table 2.2 below.

Table 2.2: Factors influencing employee job satisfaction in the modern workplace (Qasim & Syed, 2012; Saeed et al., 2013; Saleem et al., 2013)

Factor	Description
Work environment	Work environment plays a vital part in job satisfaction since employees are concerned and focused on having a comfortable working environment. From this it is clear that good working conditions and a preferred environment can result in increased job satisfaction, whilst poor working conditions and a not preferred environment might lead to lower levels of job satisfaction. The reason for this may be due to the fact that employees within the modern world of work are driven towards working in a comfortable and pleasant atmosphere.
Reward and remuneration	Without any doubt it is evident that monetary and beneficial rewards play an influential role with regard to determining job satisfaction. As employees have infinite needs, monetary rewards as well as given benefits provides inner

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	satisfaction as employees strive to fulfil their needs. It is regarded that a good salary and provided benefits does not alone deter increased job satisfaction, as for example the most highly paid employees may still be dissatisfied if they don't like the nature and content of their job.
Promotion	There is a consensus amongst researchers that job satisfaction is strongly associated with promotional opportunities. The aspiration and drive to be promoted derives from desire to receive social status and psychological growth.
Recognition for work	Employees receiving recognition for a job well done or just overall recognition based on performance tend to not only experience increased job satisfaction but also motivation to keep the good work up.
Opportunity to experience personal growth	Research reveals that employees who are afforded the opportunity to grow and develop experience increased levels of job satisfaction. The reason for this might be due to aspirational needs and the need to climb the career ladder.
Autonomy	Employees within the modern world of work strive for having independence. The reason why this influence job satisfaction is due to the fact that individuals have the need of accomplishing tasks on their own and achieving success through hard work.

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From the above mentioned, it is apparent that job satisfaction is determined by various factors. However, research further indicates that job satisfaction also relate back to HR practices. The literature reveal that HR practices including recruitment and hiring, compensation and benefits, training and development as well as supervision and evaluation are regarded as factors influencing an employee's level of job satisfaction (Martin, 2011; Parvin & Kabir, 2011). Based on this, it is clear that recruitment and the way of recruitment play a vital role in terms of employees' job satisfaction. However, it should be noted that the recruitment philosophy utilised does not solely determine job satisfaction as evident from the above mentioned factors affecting job satisfaction.

As RJPs are preferred recruitment methods to be used within the modern workplace (Mello, 2011), it is crucial to determine the perceived influence that this method has on employees' level of job satisfaction. The reason for this is that in determining this, it will allow organisations to attract and retain top human resources since employees will remain with the organisation based on the fact the they are satisfied within their current job.

The literature has confirmed that RJPs tend to have a positive influence on job satisfaction levels (Faller et al., 2009; Dickerson, 2009; Dugoni & Ilgen, 1981; Premack & Wanous, 1985; Raub & Streit, 2006; Suszko & Breaugh, 1986; Wanous, 1973). It is apparent that when job applicants receive RJPs, significantly higher levels of job satisfaction are experienced (Faller et al., 2009; Premack & Wanous, 1985). The reason for this is that when applicants receive a realistic picture of the job, it influences their job satisfaction since the job is experienced as expected to be.

However, Dugoni and Ilgen (1981), are of the opinion that there is no difference regarding the level of job satisfaction after newly hired employees have been two months on the job. The rational behind this is not very clear, yet it is stated that individuals who are told about less pleasant working conditions will be no more satisfied once they are experienced than those who did not receive a RJP in terms of the working conditions (Dugoni & Ilgen, 1981). The reason for this may be that newly appointed employees might not experience job satisfaction as from the first day of working, since they first need to find their feet and adapt to the new work environment. In addition, the literature indicates that RJPs leads to

met expectations (as stated in the previous section), whereas met expectations lead to higher levels of job satisfaction (Dugoni & Ilgen, 1981).

Moreover, Dickerson (2009) emphasises that RJPs have an influence on applicants' preparedness towards a specific industry, which assists in improving the applicants' preparedness level regarding their expectations and understanding of the particular job. Therefore, job applicants who receive RJPs and answer a series of questions in a questionnaire regarding an industry preview as well as career satisfaction are more prepared for the position and thus have a higher level of job satisfaction.

From the above mentioned, it is apparent that certain literature signifies that RJPs increases job satisfaction (Faller et al., 2009; Premack & Wanous, 1985; Raub & Streit, 2006; Wanous, 1973), while others are of the opinion that RJPs do not yield increased job satisfaction (Dugoni & Ilgen, 1981). Therefore, it is evident that inconsistencies exist within the literature. It should be noted that job satisfaction may be influenced by the following: 1) the possible lack of self-selection, 2) the supervisory relationship existing during the working experience, 3) the academic experience that needs to match with the work experience, as well as 4) the quality of the experience (Dickerson, 2009). For this reason, the conclusion cannot be theoretically drawn as to whether RJPs leads to higher levels of job satisfaction or not.

2.6.3. Retention

Employee retention is seen as a very popular topic within the modern workplace as today's world of work has become extremely competitive, thus placing the emphasis on skilled employees as they are regarded as the differentiating factor for organisational success (Samuel & Chipunza, 2009). Retention is a voluntary move by an organisation in order to create an environment that engages employees for the long term whereas the main purpose is to prevent losing competent and talented employees as this could impact productivity and performance (Samuel & Chipunza, 2009). In addition retention refers to organisations ensuring that their best talent is kept so that ultimate success can be achieved (Berger & Berger, 2004; Cannon & McGee, 2011; Cunningham, 2007; Sinha,

2012). It is further stated that employees who are satisfied within their jobs have higher intentions of persisting with their organisation (Sinha, 2012). The rationale for this is that if employees are satisfied within their job, they would be less likely to leave the organisation because of the experienced satisfaction. The retention of high performing employees has become challenging as employees with scarce skills are in great demand.

Retention is regarded as a complex concept and there is no single recipe for retaining employees. Research has indicated that retention is driven by several factors (Irshad, 2012; Prenda & Stahl, 2001; Sinha, 2012). These factors include the following, as apparent from Table 2.3 below.

Table 2.3: Factors influencing employee retention in the modern workplace (Irshad, 2012; Prenda & Stahl, 2001; Sinha, 2012)

Factor	Description
Employee recognition	The provision of skill recognition is regarded as an effective retention strategy as acknowledging individual work accomplishments has the ability to enhance company loyalty, motivation, growth, confidence and perseverance.
Communication	It is clear that effective communications improve employee identification with their organisation and as a result employees' are able to build a relationship based on openness and trust which result in employees wanting to remain with an organisation.
Pay and benefits	The provision of monetary rewards and benefits in the modern workplace is regarded as a means of motivating employees and such retaining them. Employees who are satisfied with their pay and

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	benefits are motivated to work productively.
Employee motivation and support	As employees strive meaningfulness in their work, motivational strategies such as intrinsic and extrinsic rewards are used in order to make the work itself fulfilling and energising so that employees won't want to leave an organisation. Moreover, in order to retain individuals, it is crucial that management provide the necessary and required support and leadership so that they experience job fulfilment.
Flexible work schedule (work-life balance)	Job flexibility is regarded as vital for retaining employees. Flexibility empowers individuals to foster a healthier work-life balance which appears to all ages of employees. Employees with flexibility report to have higher levels of concentration, loyalty, productivity, individual commitment and mental capacity which ultimately contribute to retention.
Career development systems	Learning, training and development opportunities given to employees enhance individual performance, effectiveness and retention. In order to retain employees, organisations must establish a supportive learning and working climate. As more and more talented employees enter the workplace it is crucial for organisations to retain skilled employees by making use of appropriate strategies, such as given them the opportunity to grow and climb the career ladder.

From the above it is evident that various aspects influence an employee's intention to stay with an organisation. However, research further indicates that HR practices in recruitment, compensation and reward, job security, training and development, supervisor support, culture and work environment has an impact on employee retention (Hussain, 2013; Irshad, 2012). Based on this it is important to note that recruitment is a crucial factor impacting on an employee's retention. However, the recruitment philosophy used does not solely impact on retention as evident from the factors affecting employee retention.

As RJPs is a preferred recruitment method utilised within the modern world of work (Mello, 2011), it is crucial to determine the outcome that this method has on employees' retention. Various studies confirm that RJPs tend to have a positive influence on retention (job survival) levels (Faller et al., 2009; Premack & Wanous, 1985; Reilly et al., 1979; Wanous, 1973). The literature reveals that if applicants receive RJPs within the workplace, fewer thoughts of quitting as well as higher levels of job survival exist (Faller et al., 2009; Wanous, 1973). This finding is consistent with the research conducted by Premack and Wanous (1984) as well as Meglino et al. (1993), who state that applicants being exposed to RJPs lead to higher job survival rates. This is supported by what Reilly et al. (1981) has discovered, whereas the overall job survival rate was higher among the group who received an RJP than the group who did not. In addition to this Kupperschmidt (2002), states that RJPs increases employee retention by means of fostering realistic job expectations. The positive influences as mentioned above derives from the fact that employees have clear expectations and a good understanding of what the job entails as the RJP enabled them to be fully prepared for the job. For this reason, researchers and practitioners are of the opinion that RJPs as a recruitment method do work, as they lead to increased levels of job survival.

The opposite was however found by Reilly et al. (1979) and Dean and Wanous (1984), who revealed that RJPs did not affect overall job survival rates. The inconsistencies in the literature might be explained by the fact that some job previews can have more impact for more complex jobs, as complex jobs require more learning (Reilly et al., 1979). According to Dean and Wanous (1984), overall job survival rates were neutral for three reasons. Firstly, annual hiring within a particular bank that is quite large (for teller positions) dropped from 600 to 300 during the time when research was conducted. Secondly, Dean and

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Wanous (1984) argue that the particular type of job that was researched may not have been amenable to an RJP, as RJPs seem to be more effective for complex jobs. Lastly, RJPs may only add small amounts of information to service jobs that comprise high visibility such as bank tellers.

However, the literature indicates that where applicants received RJPs, the negative information provided has a detrimental effect on selection ratios (Morse & Popovich, 2009; Saks, Wiesner, & Summers, 1996). Bretz and Judge (1998) who proposed the adverse self-selection hypothesis argue that if candidates were exposed to information regarding potential jobs by means of an RJP and asked to rate their attraction to that specific job positon, the negative information provided was weighted more heavily by highly qualified candidates in relation to the positive information. Highly qualified applicants were more likely to self-select out of an applicant pool once negative information was received, due to the perceived ability to pursue other opportunities (Morse & Popovich, 2009; Saks et al., 1996). This is known as "adverse self-selection" (Saks et al., 1996). Regardless of this, adverse self-selections caused by an RJP are less likely to occur with jobs that have attractive job attributes (Saks et al., 1996). In essence, RJPs do not necessarily have a negative influence on applicant attraction and the job choice and hence do not need to result in adverse self-selection. The effects depend on the job and its attributes.

From the above literature, it is evident that inconsistencies exist in the literature as to whether RJPs have a positive or negative influence on retention, and therefore no conclusion can be drawn as to whether RJPs yields a positive or negative outcome on job survival rates within the workplace. In addition, it should be noted that when an individual chooses an organisation, he or she is then engaged in a process that takes place over time; therefore a single act does not determine whether a person chooses or leaves an organisation (Wanous, 1973). Moreover, it is evident that job attributes play a significant role in whether an applicant is drawn to the organisation or not, not merely the RJP. As the availability of relevant literature with regard to this aspect falls within the 1970s and 1980s, uncertainty exists with regard to job survival rates being experienced when applicants are exposed to RJPs within the modern workplace.

2.7. CONCLUSION

This chapter provides an overview of employee recruitment. The goal of this chapter was achieved by exploring relevant research and to critically evaluate the history of RJPs as recruitment method. The chapter begins with a brief overview of employee recruitment, including the conceptual foundations of RJPs and what the meaning of this method entails and RJPs as a recruitment method. This chapter concludes by presenting the viewpoints as stated within previous studies and exploring the outcomes that are caused when job applicants are exposed towards RJPs.

Considering the above mentioned information, it may be concluded that a lot of inconsistencies exist within the literature, and therefore the debate is on-going as to whether RJP is appropriate for recruitment. Exploring the appropriateness and outcomes of RJPs will therefore provide valuable information for organisations who strive to be world class, as they will be able to make informed decisions regarding recruitment practices and selecting the best method. The next chapter presents the methodology followed when conducting the empirical investigation.

CHAPTER 3: RESEARCH METHODOLOGY

3.1. INTRODUCTION

After reviewing the theoretical background regarding the appropriateness of RJPs as recruitment method within the workplace, it is of importance to comprehensively discuss the scientific methodology followed in order to provide answers to the research questions of this study. This is achieved by first explaining the research design, followed by an elaboration on the research method, with special reference to the sampling strategy, data collection procedures, the data analysis process, as well as a brief discussion regarding assessing and demonstrating the quality and rigour of the research design. This chapter concludes with a brief explanation on the ethical considerations taken into account for the purpose of this study.

3.2. RESEARCH DESIGN

It is of critical importance that research should be conducted with a clear purpose and focus. This renders the type of methodology employed highly crucial, as it exerts a profound influence on the specific and overall purpose of the study, the research questions, as well as the research design and strategy, all of which ultimately have an impact on the implementation of the study (Carter & Little, 2007).

A research design refers to the general strategy utilised in order to solve a specific research problem (Leedy & Ormrod, 2013). The research design provides an overall structure and plan concerning the research method followed by the researcher to effectively answer the research questions, with specific reference to the procedures for data collection as well as the data analysis carried out by the researcher (Leedy & Ormrod, 2013).

A qualitative approach to research based on an interpretivist paradigm was well suited for the purpose of the study. Hence, an interpretivist qualitative research strategy was utilised

to effectively answer the research questions this study explores. The rationale behind this is that I attempted to extensively explore and investigate participants' perceptions on RJPs with regard to their expectations, job satisfaction and retention (Hennink, Hutter, & Bailey, 2011). This approach to research was suitable as it allowed identifying phenomena from the participants' perceptions as well as grasping an in-depth understanding on their viewpoints (Maree, 2007; Leedy & Ormrod, 2013; Saunders, Lewis, & Thornhill, 2012) of RJPs and how they make sense of it.

3.2.1. Research paradigm

According to Bridgman (2007), several competing paradigms exist within qualitative research, each of which represents the basic belief system or worldview that guides the investigator. A paradigm can be defined as "a way of examining social phenomena from which particular understandings of these phenomena can be gained and explanations attempted" (Saunders et al., 2012, p. 140-141). Guba and Lincoln (1994), identify four main paradigms – although several others also exist - namely positivism, post-positivism, critical theory and interpretivism. The study was approached from the interpretivist paradigm. Denzin and Lincoln (2008) define this approach as an extensive range of empirical procedures designed to describe and interpret experiences of research participants within a context-specific setting.

A brief summary of the characteristics of this particular paradigm is discussed below with regard to the related ontology, epistemology and axiology.

Ontology is regarded as the researcher's viewpoint of the nature of reality, thus the manner in which we think about the research is influenced by one's believe regarding the nature of the study (Saunders et al., 2012). The ontology of the interpretivist paradigm indicates that there are various subjective realities that are bound to differ due to differing constructs; hence the focus is on being socially constructed. This study focuses on grasping an in-depth understanding of RJPs with regard to participants' differing perceptions on expectations, job satisfaction and retention. As the context of different organisations and sectors differ, the participants' viewpoints also differ.

Epistemology refers to the researcher's view with regard to what constitutes acceptable knowledge, hence the relevant ways to study the social phenomena as per the ontology (Saunders et al., 2012). Keeping in mind the interpretivist paradigm, the research is based on researcher-participant interaction, focusing on the subjective meanings of the participants' lived experience with regard to the social phenomena. Semi-structured interviews and probing questions was asked as a means of obtaining valuable and rich information. Subjective interpretation was applied in terms of the identification of the sub-themes and the analysis of the participants' inputs to gain an in-depth understanding of the participants' perceptions.

Axiology is seen as the researcher's view of the role of values within the research (Saunders et al., 2012). Based on the interpretivist paradigm, axiology indicates that the researcher's values are integrated in the interpretation of information as the researcher cannot be separated from the study (Leedy & Ormrod, 2013). Based on this, I applied subjective interpretation with regard to the identification of the sub-themes and the analysis of participants' inputs in order to gain an in-depth understanding of the participants' perceptions.

According to Saunders et al. (2012, p. 673), the interpretive paradigm is defined as "the philosophical position which is concerned with understanding the way we as humans make sense of the world around us." Mackenzie and Knipe (2006), indicate that the interpretive paradigm can be defined as a research approach that focuses on the understanding of the world of human experiences as well as the fact that reality is socially constructed. Researchers using the interpretive paradigm which rely on participants and their viewpoint with regard to the situation that is being studied (Creswell & Clark, 2007; Mackenzie & Knipe, 2006).

Since the focus of the interpretive paradigm is to understand the world of human experiences, the focus is on how participants' perceive and make sense of the social world they live in. This is usually done by experimentation on things as well as the reflection on those experiences, which indicates that the interpretive paradigm is focused towards meaning making. Qualitative research is an attempt to make sense of the phenomena in terms of the meanings that the people form. The interpretive paradigm is therefore aligned

with the qualitative research approach, as the focus of interpretivism is meaning making, thus forming a clear understanding of how someone perceives certain phenomena (Creswell & Clark, 2007; Mackenzie & Knipe, 2006).

The interpretive paradigm is applicable for this study, as the purpose encompasses the exploration of employees' perceptions towards RJPs as a recruitment method, and whether RJPs are appropriate in yielding met expectations, increased job satisfaction, and higher levels of retention among employees. This allowed to gain an in depth understanding of the feelings and experiences of the participants', and thus permitted to draw meaningful conclusions as to whether RJPs as a recruitment method are indeed appropriate within the modern workplace.

3.2.2. Research approach

For the purpose of any study, it is critical to determine its nature, which as a result specifies the exact purpose and context of the study. The choice is totally dependent on the topic and nature of the study and what the researcher wants to achieve by it. This study was conducted from a qualitative stance. The study aimed to understand social phenomena by means of the different perceptions that exist between various individuals (Hancock, 1998).

Qualitative research is an approach that provides researchers' with the opportunity to investigate people's experiences profoundly by means of in-depth interviews, observation, focus groups and biographies (Hennink, Hutter, & Bailey, 2011). This type of research, as highlighted by Hennink et al. (2011) allows researchers' to identify phenomena from the participants' perceptions, including the meaning that they give or understanding that they have of certain issues, objects, events and behaviours. This clearly signified the suitability of qualitative research to be used for this study. Qualitative research therefore lends itself to purposes of explaining behaviour and beliefs, recognising processes and contextualising people's experiences (Creswell & Clark, 2007). Table 3.1 signifies advantages and disadvantages of qualitative research, as indicated below.

Table 3.1: Advantages and disadvantages of qualitative research

Qualitative research	
Advantages	**Disadvantages**
Provides in-depth and detailed information.	Results cannot be analysed through statistics.
Openness – able to generate new theories and recognise phenomena ignored by most or previous researchers and literature.	Difficult to categorise data and make systematic comparisons.
Allows researchers to describe existing phenomena and current situations.	Can be very subjective as the researcher often includes their own experiences and insights as part of the relevant data thus making objectivity impossible.
The sample size not very strict and dependable.	Findings lack rigour and cannot be generalised to the larger population.

Note: Adapted from Customer Satisfaction - Facts and Measuring, p. 14, by R. Flinck-Heino (2009), Retrieved from http://publications.theseus.fi/bitstream/handle/10024/5702/Flinck_Heino_Raisa.pdf?sequence=2

According to Maree (2007), qualitative research is an attempt to gather rich descriptive data in order to create an in-depth understanding of what is being studied. With regard to the nature of this study, a qualitative approach was therefore well suited. The reason for this is that the purpose of the study was to elicit information on the appropriateness of RJPs within the modern workplace to explore how participants' perceive RJPs with regard to their expectations, job satisfaction and retention. In essence, a qualitative approach to

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research enabled to gain an in-depth understanding regarding the topic under study. This was achieved by means of selecting employees, aged between 21 and 50 within the South African context, who were interviewed regarding RJPs as a recruitment method and how they experienced this particular method. Moreover, the study was specifically focused on the exploration and understanding of RJPs and whether it is an appropriate recruitment method within the modern workplace. Furthermore, qualitative research was well suited for this study, as it aimed to explore and gather an in-depth understanding of the participants' perceptions of RJPs as a recruitment practice (O'Neil, 2011).

3.2.3. Research strategy

For the purpose of this study, an interpretivist qualitative research strategy was utilised. Interpretivism gives attention to studying theory and practice of interpretation whereas the researcher is required to put himself or herself into the shoes of the participant (Leedy & Ormrod, 2013; Saunders et al., 2012). This allows researchers to adopt an empathetic stance by means of attempting to make sense of the world around us (Maree, 2007; Saunders et al., 2012). This approach permitted to adopt an empathetical perspective which allows for understanding the reason why participants perceive RJPs in the particular manner they did.

It is important to note that the interpretive approach to research attempts to understand phenomena through the meanings that individuals assign to them (Cohen & Crabtree, 2008). Employing an interpretivist qualitative research strategy was deemed appropriate due to the fact that the aim was to gain an in-depth understanding and insight of participants' perceptions on RJPs with regard to their expectations, job satisfaction and retention. In addition, interpretivism takes the stance of understanding individuals' perceptions with regard to the context of the circumstances and conditions (Ritchie & Lewis, 2003). This approach was suitable as an understanding of participants' perceptions were required and obtained by means of listening to each participant and thus making sense of the meanings they give to their circumstances or situation (experience of a RJP and the outcome it yielded on their expectations, job satisfaction and retention). In essence, this approach was well suited as the focus was on making sense of the social

world that the participants' live in by means of grasping the meanings that were given to the social phenomena.

The interpretivist research approach focuses on the need for the researcher to understand differences that exist between human beings and the meanings that individuals assign to their experiences (Cohen & Crabtree, 2008; Maree, 2007; Saunders et al., 2012). The interpretivist approach focuses on people's subjective experiences, on how people construct the social world they life in through shared meanings, as well as how they interact with or relate to each other (Maree, 2007). Maree (2007, p. 21) contributes to this by stating that "the social context, conventions, norms and standards of the particular person or community are crucial elements in assessing and understanding human behaviour. As the purpose of this study is focused on exploring employee perceptions of RJP with regard to their expectations, job satisfaction and retention, the interpretivist qualitative research strategy was the most appropriate approach since it allowed to explore and investigate human beings personal perceptions with regard to their particular social context and world they live in. As the interpretivist approach allows uncovering how meanings are constructed which facilitate insight with regard to the meanings conveyed (Maree, 2007; Ritchie & Lewis, 2003), it allowed for valuable and rich information to be collected, as each participant was afforded the opportunity of sharing their experiences.

According to Maree (2007), the ultimate aim of the interpretivist research strategy is to offer a certain perspective regarding a situation as well as analysing the situation under study in order to provide insight into the way in which a group of people make sense of the situation they encounter. This approach was deemed suitable as it enabled the researcher to put herself in the shoes of each participant, which allowed grasping an in-depth understanding of each participant and how they perceived an RJP. In essence this permitted to integrate all opinions and perceptions of participants to create a rich and holistic view of RJP as recruitment method, including the outcomes that it yields.

3.2.4. Using the literature review in shaping the interview structure

For the purpose of conducting the literature study, the focus was specifically aimed towards identifying aspects from previous research and theory regarding the background of recruitment with special reference to RJPs as recruitment method and whether it is an appropriate method for recruitment with regard to expectations, job satisfaction and retention. The reason for utilising these three constructs was based on the interest and desire of the researcher in determining how these constructs would be influenced after receiving an RJP. In addition to this, a strong theoretical influence also played a vital part in terms of these three constructs being deliberately chosen to be focused upon. The reason for this is due to the fact that an extensive amount of research conducted previously focused largely on expectations, job satisfaction and retention. Moreover, a lot of inconsistencies regarding these constructs exist as from previous research conducted and therefore the researcher thought it well to explore how employees perceived RJPs based on their expectations, job satisfaction and retention.

The literature review played an integral part of the research process as the information from the literature review formed the foundation for the interview structure that was utilised during the data collection phase of the study, which served as a basis for the discussion.

3.3. SAMPLING

According to Saunders et al. (2012) a population is seen as the complete set of cases from which the ultimate sample is taken. Leedy and Ormrod (2013) agree by stating that a population refers to the entire set of cases, which is regarded as the object of the research from which the data is to be collected. Data collection from the entire population is regarded as impossible due to cost and time constraints, and therefore the need arises to utilise a sample of the entire population for this study.

In qualitative research, the people who form part of the study population are referred to as 'participants' because, through telling their stories and sharing their experiences, they are seen as participating in the study (Hennink et al., 2011). These authors (Hennink et al.,

2011) further state that, due to the nature and characteristics of qualitative research, few participants are required because each individual is investigated in depth.

The selection of the participants who form part of the target group is regarded as sampling. This refers to the process employed by a researcher to select a representative sample of the population being investigated (Maree, 2007). As stated by Welman, Kruger, and Mitchell (2005), a representative sample consists of the same properties and proportions as the population. Sampling techniques implemented in research can have major effects on the quality of the research presented (Coyne, 1997). For this reason, Maree (2007) highlights the importance of acquiring a sample which is highly qualified with regard to the aspects covered in the research questions of a study, as this increases the credibility of the information furnished by such persons.

3.3.1. Sampling method

With regard to this study, a purposive non-probability sampling technique was implemented in an attempt to collect valuable, in-depth and rich data. According to Leedy and Ormrod (2013), in non-probability sampling, it cannot be guaranteed that each element of the population will be represented within the sample. More specifically, it is argued that with purposive sampling, individuals are identified and targeted based on the particular purpose of the study (Leedy & Ormrod, 2013; Saunders *et al.*, 2012).

This technique was thought appropriate due to the necessity that very specific individuals were required to be selected in order to provide answers to the research questions. The rationale was that the participants must have been recruited by a South African organisation by means of an RJP. In addition, the participants must have been recruited and employed within the last two years as employees, and who had been employed for at least three months. The motivation behind this was that participants who have been employed for longer than two years will not likely be able to recall their experiences and feelings as seen from the day of recruitment. Further, participants must have been employed for at least three months so that they were allowed sufficient time to go through orientation as well as having experienced the organisation and its environment as a whole. In essence, participants were selected based on the fact that they held valuable

information with regard to their perceptions of an RJP with regard to their expectations, job satisfaction and retention.

In other words, the people that were included in this study were included based on the defining characteristic, that they hold the necessary data for the study. In essence, I made a conspicuous effort to target the sample, strictly based on the boundaries formulated for the study. Participants were selected by means of familiarity and alliances with people.

With regard to the sampling method which was regarded as well suited for the purpose of this study, this strategy also has its flaws. A limitation of purposive sampling is that the researcher may experience time constraints in selecting appropriate participants who fit the purpose of the study, however all steps were taken to ensure selecting appropriate participants in the fastest possible time. Further, it is argued that purposive samples cannot be deemed representative of the entire population, and thus the findings cannot be generalised towards the total population (Leedy & Ormrod, 2013; Saunders et al., 2012). For this reason, the researcher endeavoured to select a sample that was representative of the larger population.

3.3.2. Target population

It is of critical importance to select the most appropriate target group which allows for the provision of in-depth and valuable information. For the purpose of this study, the target population focused on the following minimum criteria:

- Employees from different industries and sectors;
- Aged between 21 and 50;
- With a higher education degree at minimum;
- Employed by any South African organisation that utilised an RJP as a recruitment method; and
- Located in South Africa.

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With regards to the purpose of the study, it was critical to select participants who had held the necessary information – based on the nature of the study. The above mentioned minimum criteria was deliberately chosen based on the fact that very specific information was to be obtained in order to successfully answer the research questions. The specific target population in this case hold valuable and rich information regarding RJPs and their perceptions of it based on their expectations, job satisfaction and retention.

The reason why this target group was selected with regard to participants aged between 21 and 50 and having a higher education degree at a minimum, is because skilled employees with higher educational qualifications are recruited differently compared to a century ago (Cappelli, 2008; Lewis & Heckman, 2006), and therefore regarded as the ideal population to determine how employees perceive RJPs with regard to their expectations, job satisfaction and retention. The specific age group was deliberately selected as a broad range since there is no specific age for talented employees. Organisations strive to recruit talent for the purpose of retaining them for quite a long time since it will lead to organisational success and competitiveness (Cappelli, 2008). The reason for the South African focus and the context was due to the fact that available empirical evidence addressing the appropriateness of RJPs from an employee perspective in the South African context is almost non-existent.

3.3.3. Sample size

With non-probability sampling techniques, the common issue arises regarding sample size (Saunders et al., 2012), and uncertainty exists in determining how big the sample for qualitative research needs to be for the purpose of successfully answering the research questions. Since the data collection instrument utilised for the study entailed semi-structured interviews, Saunders et al. (2012) suggest a minimum of 5-25 participants required to draw meaningful conclusions. However, it is argued that if the research attempts to understand commonalities of a similar group, 12 participants should be enough (Saunders et al., 2012).

Based on uncertainty issues and due to the fact that there is no rule specifying the number of participants required for conducting qualitative research, the sample size for this study

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was not fixed prior to data collection. Therefore, data was collected from the target group until the point where theoretical data saturation was reached, as suggested by Saunders et al. (2012). Taking the above mentioned into consideration, data saturation as mentioned by Saunders et al. (2013) was reached after conducting 10 interviews, hence 10 participants were part of the sample.

Table 3.2 below provides a biographical representation regarding the 10 participants who contributed toward this study.

Table 3.2: Biographical information of participants

Biographical Information				
Participant	**Industry/Sector**	**Age**	**Education**	**Employed by an South African company utilising RJPs**
1	Information Communication and Technology	30	IT Engineering Diploma	Yes
2	Engineering	25	BSc Chemical Engineering	Yes
3	Law	26	B.Com Law and LLB	Yes
4	Financial	25	B.Com (Hons) Internal Auditing	Yes
5	Financial	27	BSc Actuarial Sciences	Yes
6	Public Sector	31	B.Com Financial Management	Yes
7	Financial	25	B.Com Financial Management	Yes
8	Consulting	26	B.Com (Hons)	Yes

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			Human Resource Management	
9	Consulting	24	B.Com (Hons) Human Resource Management	Yes
10	Law	28	B.Com Law and LLB	Yes

3.4. PILOT RUN OF THE INSTRUMENT

According to Van Teijlingen and Hundley (2001), pilot testing refers to the 'pre-testing' of a particular research instrument, as it may give advanced warning of where the study could fail, or to identify possible complications regarding the instrument. Prior to utilising the designed interview as a data collection method, the interview questionnaire was pilot tested for refinement, thus ensuring the participants in no sense experienced any difficulties in answering the questions. This ultimately resulted in obtaining accurate recorder data (Saunders et al., 2012). In addition, it is argued by Saunders et al. (2012) that pilot testing enables the researcher to acquire a form of review regarding the credibility and trustworthiness of the data to be gathered.

As suggested by Saunders et al. (2012), in this study I approached a group of experts, prior to the official data collection process, to comment on the suitability and representation of the interview questions. The experts were allowed to provide suggestions and insights concerning the structure and content of the interview questions which enabled to establish content validity. After the consultation with experts, the interview was piloted among a group of individuals similar to that of the final sample used for the study. The rationale behind this was to ensure that the research instrument which was utilised gathered sufficient and valuable information, so that it allowed to draw meaningful conclusions once the official data collection process commenced.

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It is argued that the size of the pilot sample depends on various aspects, such as the size of the research project, the nature of the research questions, cost and time availability, and initial preparedness (Saunders et al., 2012). Based on the above, I approached five experts and conducted three pilot tests with individuals similar to the participants who formed part of the final sample. This number of participants was chosen due to time and cost constraints as well as uncertainty regarding the size of the final sample used for this study. Moreover, pilot testing commenced until the point where I felt comfortable. After pilot testing, the actual data collection phase started. The following section includes a detailed discussion on the data collection phase employed for this study.

3.5. DATA COLLECTION

Based on the nature of the study and due to limited availability of empirical evidence addressing the appropriateness of RJPs in the modern workplace from an employee perspective and within South Africa, primary data were collected in order to effectively answer the research questions. Saunders et al. (2012), state that primary data is new information collected for the purpose of the study.

This study was regarded as empirical, as I collected and analysed primary data. According to Moody (2002), empirical research can be defined as an approach where the study utilises primary data being collected, either through qualitative or quantitative approaches. Based on the qualitative nature of the study, I determined the appropriateness of RJPs by exploring and understanding the participants based on their perceptions of RJPs with regard to their expectations, job satisfaction, and retention. This clearly signifies the suitability for empirical research.

3.5.1. Semi-structured interviews

Out of the three main data collection methods known to qualitative research, that is, interviews, focus groups and observation (Hancock, 1998), the data collection instrument utilised for the study was face-to-face semi-structured interviews, in which only the interviewer and the interviewee took part. It is argued that in the case of utilising an

exploratory study, semi-structured interviews will be most likely used as a data collection method (Maree, 2007; Saunders et al., 2007). Leedy and Ormrod (2013) indicates that with face-to-face semi-structured interviews, the researcher has the advantage of establishing rapport with participants which allows for cooperation and a conversation to follow. In other words, a semi-structured interview is regareded as appropriate since it allowed participants to engage with the study in a conversational manner by providing their perceptions whilst focusing on the purpose of the study.

Semi-structured interviews are characterised by a series of open ended questions centred on the topic areas that the researcher aims to cover (Hancock, 1998; Leedy & Ormrod, 2013). Within such interviews, the interviewer prepared a set of predetermined questions in advance (O'Neil, 2011). These questions were set out in such a manner that I obtained maximum information regarding the suitability of RJPs, specifically raised towards participants' perceptions of RJPs with regard to their expectations, job satisfaction, and retention (refer to Appendix A). Further, a semi-structured interview allowed to use prompts when the interviewees gave responses that were too abrupt or shallow, in order to gather maximum information regarding the participants. The probes were used as far as possible to engage with the conversation of participants as I placed myself in the shoes of participants. This allowed to understand the circumstances and situations by means of the meanings that participants attach to them. Ultimately, this resulted in gathering valuable and rich and valuable information to be interpreted. Data collection persisted until the point where theoretical data saturation was reached, as previously mentioned.

Although the usage of semi-structured interviews is common in qualitative research, as it holds great advantages for the researcher (Maree, 2007), it is not without its limitations. As depicted in Table 3.3 below, it is evident that semi-structure interviews as a data collection method has both advantages and disadvantages.

Table 3.3: Advantages and disadvantages of semi-structured interviews

Advantages	Disadvantages
Allow establishing positive rapport between the interviewer and the interviewee.	The effectiveness is dependent on the skills of the interviewer and the expressiveness of the interviewee.
Allowing interviewees the freedom to express themselves freely and raise opinions.	Time consuming as such to explore the topic extensively or unwillingness to participate.
Simple, efficient, and practical method of gathering data.	Expensive nature to conduct interview (for example travelling expenses).
Has high validity as participants share experiences, thus allowing the collection of rich, valuable and in-depth data.	Difficult to analyse due to the depth of the qualitative information.
Complex questions and issues can be clarified as the method allows the interviewer opportunity to provide cues or prompts as additional questions.	Difficult to generalise findings towards the entire population due to the personal nature of the interview.
Pre-judgement: since a set of predetermined questions are determined in advance, the interviewer is confident regarding the important aspects to be discussed.	Reliability is a concern as its honesty cannot be determined.
Easy to record.	

Based on Table 3.3 it is evident that semi-structured interviews as data collection method holds both advantages and disadvantages for the study. With regards to the disadvantages of semi-structured interviews, I made a concerted effort to deal with this in an effective manner. Based on the effectiveness of the interview, I had adequate interviewing skills as a means of practical experience both obtained during studies and career exposure. Moreover, I was open to probe for answers in order to obtain valuable and rich information by formulating a clear understanding of how participants make sense of the world they live in. As it might be expensive to conduct such interviews, I attempted to target participants within Gauteng as this is where I was located. Due to the depth of the obtained qualitative information, I made use of Atlas.ti in order to ease the process of data analysis (as explained in the data analysis section). Lastly, it is very difficult to ensure obtaining honest information from participants. Based on this, I made an effort as to ensure honesty as far as possible. This was done by means asking participants before commencement of the interviews to be completely honest when answering the questions.

Semi-structured interviews were well-suited for the purpose of the study, since they allowed gathering rich, in-depth, and valuable information. The structure of the interview therefore allowed the interviewer to probe and encourage the participant to consider the questions in greater detail and to elaborate on original responses (Hancock, 1998), which permitted the participants to understand the phenomena under study since I was engaged with participant conversations. Elaboration and clarification probes were employed extensively as these afforded myself opportunities to elicit a holistic view and full spectrum by asking the participants to provide more in depth information. It also allowed verifying understanding of what was said by the participant. The rationale for this lies in the fact that several key issues were to be considered and addressed, which could have been disregarded with an unstructured approach.

The main aspect that distinguishes semi-structured interviews from other interviews is that the interview takes place in the format of a conversation. This allows an informal two way communication between the interviewer and interviewee, where the interviewee is allowed to ask the interviewer relevant questions during the interview, allowing the participant to feel more at ease (Leedy & Ormrod, 2013). Based on this, semi-structured interviews were

well suited for the purpose of this study as it allowed to understand the reason behind a participant's perception.

With a semi-structured interview, the order, as in the predetermined questions, may differ and sometimes questions can be left out. The interview was prepared in such a manner that open-ended questions were asked to the interviewees. The interviewees' had the opportunity within the semi-structured interview to talk openly and freely, as well as raising opinions and perceptions, thus allowing the gathering of in-depth information such to understand the phenomena under study.

Once off interview sessions were conducted at the convenience of each participant in terms of time and place. Before conducting the interviews, I gave input on what should be included in the interview, by means of an interview schedule (refer to Appendix B). The interview questionnaire that was utilised for the purpose of this study included relevant and appropriate questions formulated specifically for this study based on the literature review (refer to Appendix A). I made a concerted effort to ensure that all the stipulated questions as evident within the interview questionnaire were asked during each interview.

Participants were furthermore asked for permission as to whether the interview session could be voice recorded (refer to Appendix C for informed consent and the actual audio recordings of interviews). The rationale for recording the interviews lay in the fact that it allowed the interviewer to focus on the conversation at hand, that is, listening to the interviewee and responding to him or her, as opposed to being preoccupied with writing down what was said (Hancock, 1998; Maree, 2007).

The interviews were opened by using a warm welcome to introduce oneself as well as a firm handshake. The interviewer tried to build trust and establish rapport with the participants, thus helping them to settle down and get comfortable in preparation for the important questions. I made the participants feel at ease by asking background related questions such as: telling more about their qualifications, how long they had been working in their field or for their company, what type of work they did, and so forth. During the opening of the interview, participants were re-assured about their anonymity and confidentiality as well as the purpose of the interview and the research being conducted. I

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assured each participant that the interview has a time frame of 60 minutes and was given the opportunity to decide whether he or she would still like to partake in the interview (more details on this can be found in the interview schedule which is presented in Appendix B). Lastly, the interviews were conducted in English, as this eased the process of writing up the findings and interpretations as well as drawing the overall conclusions.

3.6.   DATA ANALYSIS

A common feature of qualitative research studies is that they all attempt to generate an understanding from the data as the analysis proceeds (Saunders et al., 2012). When working with large amounts of data, it is critical to adopt a systematic and organised approach to manage and analyse the data so that the research process is more manageable (Maree, 2007). Data analysis is seen as a process of evaluating information by utilising logical and analytical reasoning to examine each component of the gathered data (Maree, 2007). In addition, qualitative data analysis is regarded as an on-going process, where data collection and data analysis are interconnected with one another, thus stipulating the need for these two to occur simultaneously within this study (Welman et al., 2005). The reason for this is to ensure that no data got lost or were misinterpreted for the purpose of writing up the findings in this study.

For the purpose of the study, I utilised content analysis. The main aim of content analysis is to describe the content of a document by examining and exploring who says what, to whom, and with what effect (Bloor & Wood, 2006; Vaismoradi et al., 2013). Patton (2002, p. 453) contributes to this by defining content analysis as "any qualitative data reduction and sense-making effort that takes a volume of qualitative material and attempts to identify core consistencies and meanings". This clearly indicates that content analysis takes a descriptive approach in both coding of the data and the interpretation regarding the viewpoint of texts and their specific context (Zhang & Wildemuth, 2009). Based on the above mentioned, content analysis was well suited for this study as it allowed to make sense of and obtaining an in-depth understanding of participants' perceptions on RJPs as an attempt of looking at their meanings of circumstances or situation with regard to RJPs.

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This resulted in enhancing the richness of the information gleaned from the participants on this topic.

During the first phase of this study, the main themes derived from a deductive approach. A deductive approach means a specific predetermined framework is used to identify themes, thus the themes occur based on existing theory (Saunders et al., 2012). The reason for utilising a deductive approach for this study was based on the fact that the literature review and the research questions was used as a foundation for the discussion of the results. For the purpose of this study, the research questions of the study and the literature review guided the formulation of the main themes, which allowed for the main themes to be generated upfront (Leedy & Ormrod, 2013). Based on this, the main themes of the study were expectations, job satisfaction and retention.

During the second phase of this study, content analysis was applied to the obtained data in order to identify recurring sub-themes. Content analysis was deemed appropriate as it permitted for effective preparing, organising and reporting on patterns evident in the qualitative data obtained from the semi-structured interviews (Vaismoradi, Turunen, & Bondas, 2013). Content analysis is regarded as a systematic coding and categorising approach which are used to explore large amounts of textual information in order to determine trends and patterns or utilised words, their frequency, relationships, as well as the structures and discourses of communication (Gbrich, 2007; Leedy & Ormrod, 2013; Vaismoradi et al., 2013). Content analysis enabled to engage with the data so that a clear understanding of the findings could be obtained. As I conducted 10 semi-structured interviews, it identifies the need for content analysis as this allowed to explore large amounts of textual information as a means of identifying patterns, relationships and discourses of communications.

For the purpose of this study, the following steps as suggested by Elo and Kyngas (2008, p. 110) was utilised in order to conduct content analysis effectively. These steps are highlighted in Table 3.4 below.

Table 3.4: Content analysis process

Steps	Description
Preparation	Being immersed in the data and obtaining the sense of whole, selecting the unit of analysis, deciding on the analysis of manifest content or latent content.
Organising	Open coding and creating categories, grouping categories under higher order headings, formulating a general description of the research topic through generating categories and sub-categories as abstracting.
Reporting	Reporting on the analysing process and the result through models, conceptual systems, conceptual models or categories, and a story line.

I utilised the steps in the content analysis phase as depicted in Table 3.4 in order to effectively analyse the obtained information. Details to the indicated steps are discussed below.

I immediately started the analysis process after each interview, which included preparation, organising and reporting. After each interview was conducted, I immediately familiarised herself with the data through data transcription. This familiarisation was deemed necessary as it allowed to fully engage with what has been said by each participant and ultimately forming a holistic understanding of the participants' perceptions on RJPs. Transcribing data is a time consuming process which entails writing up a script of the interview in an effort to have a written version of the interview allowing for analysis of the data (Hancock, 1998; Saunders et al., 2012). For the purpose of this study however,

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the full script was utilised, as I required in-depth information regarding the statements made by each participant (refer to Appendix C for the detailed transcriptions). After the transcriptions of the interviews, I then read over the transcripts a number of times to develop a holistic sense of participants' perceptions (Frost, 2011). The rationale behind this is to note on the ideas and perceptions that emerged throughout the process of data collection. As I moved through this, new perspectives and ideas emerged and relationships regarding perceptions were formed, which in turn resulted in new understandings.

After familiarisation, the analysis and coding of the data were conducted. Essentially, coding is a progressive process which involves organising and designing, as well as defining data that has been gathered (Frost, 2011). Maree (2007) describes the coding process as one of avidly and meticulously identifying and categorising data into meaningful units, which in this case was represented by descriptions and an understanding of RJPs as a recruitment method in the modern workplace. In addition, the focus was on how participants' perceived RJPs with regard to their expectations, job satisfaction and retention.

For the purpose of this study, coding was done by means of utilising a qualitative analysis software program, namely Atlas.ti in order to identify recurring sub-themes. Hence, content analysis was conducted by means of utilising Atlas.ti. This software program allowed to "retrieve files that share certain features based on codes, keywords or descriptive labels in order to identify patterns within the data without searching through the entire data set" (Willig, 2001). The interview content was recorded by means of utilising digital audio recording and transcribed for input into Atlas.ti. In addition, Atlas.ti allowed for the utilisation of direct quotations to enrich the data representation. The ultimate reason for using Atlas.ti is that it allowed to identify and structure the predetermined main themes and emerged sub-themes and to ease the process of data analysis as it can be very time consuming and difficult when working with large volumes of data (Willig, 2001). The rationale for using this software was to allow to effectively manage large volumes of textual information and to engage with the obtained information as all information is available on one program. In essence, Atlas.ti assisted in effectively conducting data analysis in an orderly manner by means of grouping information, structuring the predetermined main

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themes and emerged sub-themes as well as obtaining an output on all quotations and to create a network view indicating relationships between codes. As coding is a critical part in data analysis, detailed discussion of the coding process is discussed hereafter.

3.6.1. The coding process

For the purpose of the study, coding was conducted from an inductive approach in order to identify sub-themes. As coding was conducted from no specific predetermined frameworks in order to categorise the codes, an inductive approach was well suited (Saunders et al. 2012). In essence, this means that the sub-themes emerged from the data through the coding process.

As this study was conducted from an interpretative approach, the aim was to gather in-depth information and to gain an understanding of the phenomenon through meanings that people assign to them (Maree, 2007). An interpretive approach further relies on a subjective relationship between the researcher and the topic, and therefore attempts to explain the subjective meaning that lie behind the social action. Based on this, I conducted the coding process by means of focusing and extracting key words based on the meanings that the participants gave to the phenomenon under study.

The coding process to identify sub-themes, used in this study involved open coding, axial coding and selective coding. The coding utilised in this study is discussed in great detail below as suggested by Leedy and Ormrod (2013).

3.6.1.1. Open coding

According to Leedy and Ormrod (2013), open coding involves data segments which are then scrutinized for commonalities that reflect sub-themes. In this study, I categorised the data by means of breaking it down into segments of meaning. During this stage, the large amount of transcribed text was examined through utilising a line by line approach and by ensuring that the meaning was not taken out of the text (Saunders et al., 2012). During the open coding process, a total of 51 codes emerged.

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3.6.1.2. Axial coding

Following the open coding process, axial coding proceeded. Axial coding is referred to as identifying interconnections that exist among identified themes (Leedy & Ormrod, 2013). During this stage, codes were grouped by means of exploring the core action and broader context of the codes whilst understanding the relationships that exist between codes. Throughout this process, 17 codes were identified.

3.6.1.3. Selective coding

The final stage of the coding process is selective coding. With selective coding the categories and their interrelationships are combined into a central theme (Leedy & Ormrod, 2013). This was done by examining existing relationships between categories and then grouping the relating categories into one another. After this process, 9 codes were identified.

Table 3.5 presents the codes that emerged through the coding process as suggested by Leedy and Ormrod (2013). It is important to note that for the purpose of this study, the selective codes are regarded as the sub-themes utilised in the study.

Table 3.5: Coding utilised for this study (Leedy & Ormrod, 2013; Saunders et al., 2012).

Open Coding	Axial Coding	Selective Coding
♦ Clarity ♦ Certainty ♦ Insight of company and job	Perceived openness	Trust and honesty

♦ Respect ♦ Individuals feeling valued ♦ Pleasant ♦ Motivated	Perceived feelings	
♦ Evaluate full scope ♦ A day in the life of the job ♦ No reality shock	Clear and realistic picture	
♦ Time lapse ♦ Learning the work environment ♦ Settling	Learning on the job	Induction and adaptability
♦ Offered opportunities ♦ Personal aspirations ♦ Fit within position	Matching needs with organisation	Person-organisation fit
♦ Experience ♦ Nice people in organisation ♦ Organisation culture	Working environment	
♦ Introduction to job ♦ Responsibilities and tasks ♦ Creating awareness	Clear expectations of the job	Preparedness
♦ Work guidance ♦ Guidelines ♦ Free to ask questions ♦ Practical examples	Clarity of the job	

♦ Job role ♦ Expectations	Clear understanding	
♦ Clear understanding ♦ Consciousness	Understanding of the job	Expectations
♦ Personal growth ♦ Aspirations ♦ Fulfilment	Job needs	
♦ Learning opportunities ♦ Growing ♦ Continual improvement	Development	Growth opportunity and exposure
♦ Add tasks	Increased responsibility	
♦ Learning on the job ♦ Expanding knowledge ♦ Thrown in the deep side	Experience	
♦ Helpful behaviour ♦ Motivation from management ♦ Leading ♦ Assisting with the unknown	Given direction	Support and guidance
♦ Learning ♦ Exposure	Training	
♦ Compatibility ♦ Organisational attraction	Decision to join an organisation	Self-selection

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	Experience in organisation	Quitting thoughts
♦ Accurate expectations ♦ Satisfaction in the organisation ♦ No additional expectations		

For the purpose of the study, colour coding was used in order to group and distinguish the main themes and its respective sub-themes. The main themes, the sub-theme falling under them and the quotations supporting each code were added to an Excel sheet. In managing the data, the main themes and sub-themes were paired with the respective interviews, and supporting statements for each sub-theme were furnished by means of quotations from the specific interviews in which they feature (refer to Appendix C for the detailed table on the main themes, sub-themes and supporting statements). With regard to the interpretation of the data, I conducted an in-depth exploration and investigation of the emerging patterns (Maree, 2007).

3.7. ASSESSING AND DEMONSTRATING THE QUALITY AND RIGOUR OF THE RESEARCH DESIGN

For the purpose of any study, the ultimate goal is to obtain correct information so that meaningful conclusions can be drawn. It is essential that the research findings are trustworthy and that they reflect the purpose of the study (Graneheim & Lundman, 2004). It is crucial to consider data quality issues when conducting research by making use of interviews (semi-structured and unstructured), as these issues influence the data collection process, thus highlighting the need for avoidance (Saunders et al., 2012). For a researcher to guarantee that the study provides accurate information, it is of critical importance to take the necessary steps to guarantee that the research design demonstrates quality and rigour (Saunders et al., 2012). In order to sustain the quality and rigour of the study, several factors were considered to ensure the collection of objective, reliable, valid, trustworthy, and accurate information (Maree, 2007; Leedy & Ormrod, 2013; Saunders et al., 2012):

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♦ *Objectivity:* This was achieved by carefully listening to all the statements made during the conduct of the interviews and by ensuring that the results were purely based on the comments and arguments made by the participants. Although I probed participants to gain insight into the provided responses, I ensured this was done in a manner that did not result in leading or directing the answers of the participants.

♦ *Reliability:* To ensure reliability of this study, I made sure that the data collection technique was conducted in a similar manner for all participants. In addition, notes relating to the research design, the reasons for choice of research methods as well as the data collected were retained for the purpose of being referred to by any other researcher.

♦ *Validity:* To ensure that results are valid, I conducted the data collection and data analysis simultaneously or soon after each other to ensure that valuable data was not lost or misunderstood.

♦ *Preparation:* It is critical for the researcher to plan how credibility will be demonstrated in order to gain confidence of participants. Credibility was achieved by providing participants with information prior to the interview.

3.7.1. Trustworthiness in qualitative data

In research, 'methodological slippage' may pose drastic effects upon the trustworthiness of the research as such practices greatly undermine the very essence of any study. This may portray the specific study as 'pseudo-science' or illegitimate science. It is therefore critically emphasised in qualitative research, as concluded by Maree (2007), that alterations with regard to direction ought to be clearly, concisely, and explicitly justified in a manner that accommodates other researchers' desires to replicate the methodology of the study.

In order to ensure acquiring accurate data, Morrow (2005) and Graneheim and Lundman (2004) suggest that specific strategies can be used to increase the worth of a qualitative study namely, trustworthiness - credibility, transferability, dependability, and conformability. As a result, this suggestion was employed for the purpose of this study, indicated below in Table 3.6, as suggested by Bryman and Bell (2007):

Table 3.6: Trustworthiness employed in this study

Element	Meaning
Credibility	The believability of the findings and whether it accurately links with the event being studied. I was fully prepared and knowledgeable at all times regarding the topic to be interviewed. In addition, data analysis followed directly after data collection to avoid valuable data being lost or misinterpreted.
Transferability	Whether the findings apply to other contexts or settings. I ensured that a representative sample was selected for the purpose of the study. Moreover, thick descriptions were established to make it easier for other researchers to determine the specific context in which this study was conducted.
Dependability	Whether the findings are likely to apply at other times, thus being able to replicate. In order to ensure dependability of this study, notes regarding the research design, rationale for utilising the research strategy and methods, as well as the gathered data were made and retained so that they could be referred to other researchers for understanding.

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Conformability	Whether the findings are based on the researcher's values or on pure data. I made a concerted effort to promote active listening, and at all times, acted openly, truthfully, and accurately. In addition, an effort was made to avoid deception, misrepresentation, and dishonesty with regard to the study.

Given these theoretical arguments, all the methodological steps in this particular research process were recorded and are available in the appendices section of the report for examination purposes by all readers. In addition, I adopted a known and accepted research design, which in the case of this study is interpretivist qualitative research strategy. Replication of this study was assured through the provision of a detailed methodology. Lastly, as semi-structured interviews were the method of data collection, bias was kept to a minimum through the usage of multiple interviews, with one interviewer being used throughout all interviews.

3.7.2. Triangulation

In qualitative research, triangulation is used to describe the utilisation of multiple strategies to study the same phenomena (Sands & Roer-Strier, 2006). Four kinds of triangulation exist, namely methodological, data, investigator and theoretical (Denzin, 1989; Guion, Diehl, & McDonald, 2011; Sands & Roer-Strier, 2006). For the purpose of this study, data triangulation was utilised in order to enhance the rigor and validity of this study.

With data triangulation, different sources of information are used. As each participant differ based on their perceptions on RJPs with regard to expectations, job satisfaction and retention, valuable and rich information was allowed to be gathered by means of using data triangulation. In this study, data triangulation was obtained by means of transcribing different interviews conducted at different time periods and locations with different

participants regarding the same topic. This allowed for increased validity of the study as data triangulation permitted the obtained findings to truly represent the phenomenon under study.

3.8. RESEARCH ETHICS

When conducting research, it is the researchers' responsibility to ensure that the study is carried out in an ethical manner which does not contravene established research policies (Maree, 2007). According to Saunders et al. (2012), ethical concerns are greatest when research involves humans, and it seems to emerge in the entire research process. Research ethics refer to "the standards of behaviour that guide your conduct in relation to the rights of those who become the subject of your work, or are affected by it" (Saunders et al., 2012, p. 226).

According to Neuman (2000), ethics begins with and ends with the researcher. The ethical issues that need to be considered by the researcher depend on the nature of the study and how it is to be conducted (what instruments are used, what participants are involved and so forth). In this instance, various measures were taken to ensure ethical research practices. The research was carried out in accordance with the suggestions made by Leedy and Ormrod (2013) and Saunders et al. (2012), on ethical principles and guidelines in research involving human subjects, as depicted below.

♦ *Competence of the researcher:* It is critical that the researcher fully understands the ethical roles. An ethical issue in research is the interviewer's competence in conducting interviews. For a researcher to conduct qualitative research, it is essential that he or she is trained on this process (Hennink et al., 2011), and to possess adequate professional interviewing skills, knowledge and capabilities (Maree, 2007). Matters such as these most certainly play a role in ethical research; therefore, these requirements will be satisfied, with the researcher boasting prior exposure to interviewing. I had adequate exposure and experience regarding the process of conducting interviews as obtained throughout the necessary guidance

form lectures and practical experience obtained during her studies and career, and hence I possessed the necessary skills for the conduction of interviews.

♦ *Research instrument:* In terms of the instrument, only questions relevant to the study were posed in the interviews (refer to Appendix A). I refrained from inappropriate discussions about sensitive and confidential information, to ensure that the anonymity and privacy clauses were honoured. No irrelevant, inappropriate, or unnecessary highly sensitive information was therefore solicited. It is matters such as these that warrant thorough preparation and satisfactory background knowledge, experience and training on the 'art' of interviewing (Hancock, 1998). I possessed prior experience of interviewing which serves the purpose of the semi-structured interview, that is, to elicit the right information in a discussion-style.

♦ *Integrity and objectivity of the researcher:* I acted openly, honestly, and accurately, and at all times deception was avoided, together with dishonesty and misrepresentation of the obtained data. In addition, I made a concerted effort to avoid any conflict of interest that might have arisen during the conducting of the interviews.

♦ *Respect for other people:* All the participants were treated with respect and dignity and no participant was affected in any way through participation in the study. The rights of participants were at all times considered of utmost importance and this was respected throughout the study.

♦ *Confidentiality and anonymity:* I ensured that the obtained information was treated with utmost confidentiality. This was achieved by means of furnishing informed consent from each participant, as well as securing electronic and hardcopy folders to which access was highly limited and restricted. Only the authorised researcher had access to the documents furnished by the participants, as the obtained data was stored in a safe and secure place where only I had access to it. By addressing confidentiality, privacy and anonymity issues, I put the participants at ease and erased any fears or doubts associated with participation. In addition, participants

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were guaranteed that their responses as well as the identity of their organisation would remain confidential and anonymous.

♦ *Voluntary nature of participation and the right to withdrawal:* Emmanual, Wendler, and Grady (2000) describe the letter of consent and information as the provision of information to the participants. This includes the research purpose and process, potential hazards or threats, gains and alternative options to aid the organisation and participants in their understanding of all the given information. This includes informing the participants that they may at any time, opt to withdraw from the study, and may do so without any negative consequences. I furnished the participants with a brief but comprehensive explanation of the purpose of the study and hence the interview. By furnishing participants with information on the purpose of the study, as well as aspects such as withdrawal, they were then enabled to make a conscious and voluntary decision as to whether they should participate in the study (Emmanual et al., 2000). A concerted effort was made to obtain informed consent from the participants, stating that they voluntarily participated in the study (refer to Appendix C for the informed consent). The informed consent was given to the participants prior to interviewing, where information relevant to the study was provided. Permission for participation was asked and whether the participant agreed to be voice recorded. Once the participants agreed to participate, they were enlightened to the fact that their participation was entirely voluntary, and that they could opt to withdraw at any time during the course of the research process without any negative consequences.

♦ *Reporting results and writing findings:* With regard to the results and reporting, in order to adhere to ethical principles, I did not use the results of the research for purposes other than those stipulated in the consent form. During all times, I made an effort to report findings accurately - based on pure facts, even if they contradicted the expected outcomes. In essence, the report contained no false information or wrong interpretations.

♦ *Data management:* As the research involved the collection of personal data, an intensive effort was made to ensure that the obtained information was stored in a safe and secure environment at all times, to which only I had access.

♦ *Plagiarism:* I attempted to avoid carrying out any form of plagiarism. In order to refrain from committing plagiarism, I ensured that she followed the rules and regulations as stipulated and required by the University of Pretoria.

I remained ethical at all times and endeavoured as far as possible to adhere to the ethical guidelines listed above. It should be highlighted that in this study, I was not only an observer but a participant as I formed part of the criteria for sample selection. Being a part of the subject of this study enabled opportunity to gain personal and unique insights into the topic under investigation. It should be noted that all data collected in this study originated primarily from the participants, and the researcher's experiences were only used to enrich the data where applicable.

3.9.   CONCLUSION

The purpose of this chapter was to look at the methodological steps that were taken into account to successfully conduct the research. This was achieved by exploring the research design, the sampling strategy, the data collection and analysis processes, the quality and rigour of the research, as well as research ethics. After reading this chapter, a clear and holistic picture can be formed regarding the research methods used for the purpose of this study. The next chapter focuses on the research finding as obtained from the study.

CHAPTER 4: RESEARCH FINDINGS

4.1. INTRODUCTION

The purpose of this chapter is to present the findings of the study. However, this section deals exclusively with participants' viewpoints, which will be related to findings from the literature review in the next chapter. In this chapter, the predetermined main themes as well as the sub-themes as emerged through the coding process will be presented. Underneath each main theme, the core sub-themes contributing to the main themes will be presented, whereas findings of all ten interviews conducted are presented together. Direct quotations taken from the participants' responses as obtained through data collection are used to give depth to this chapter and to substantiate the statements presented in this section.

4.2. RESEARCH QUESTIONS

Prior to data collection, I designed semi-structured interview questions that were based on the literature study conducted on the appropriateness of RJPs with regard to expectations, job satisfaction and retention, as well as the research questions that guided designing of the questions, as mentioned earlier in chapter 3. This allowed for an in-depth exploration of relevant components and thus permitted to fully comprehend the meanings given by participants. Table 4.1 provides an overview of the research questions as based on the literature, combined with the actual questions asked, as well as probing questions asked to further explore given answers.

Table 4.1 Research questions

Research question	Question asked	Probing questions
What are the perceptions of employees on RJPs within the modern workplace?	♦ Has the fact that you were informed about the organisation and the job, on the day of the interview, had any influence whatsoever on the way that you feel towards the organisation? Why/Why not? ♦ What do you think your reaction would have been had you not receive a realistic picture of the job and the organisation, prior to commencement?	♦ Do you think your expectations, job satisfaction and retention would have been influenced? ♦ Do you think you would have taken the job, had they not provided you with a realistic job preview? ♦ What do you think your reaction would have been, if you did not receive realistic information? What would the influence have been on your expectations, job satisfaction and retention levels? ♦ How do you feel towards the organisation now, once you have joined it? ♦ Do you think that your expectations had any influence on your job satisfaction and your retention?
What are employees' perceptions of RJPs with regard to met	♦ Tell me about your experiences in the organisation since you joined	♦ Was the expectations regarding the job the same?

expectations within the South African context?	it? Positive or negative? ♦ After joining the organisation, were your expectations met to a satisfactory level? (Based on the job and the organisation). ♦ If yes, how long did it take? ♦ Explain to me why your expectations were met/not? (Would you attribute it towards the fact that you received realistic information before joining the organisation)? ♦ Will you still say now that it still met your expectations?	
What are employees' perceptions of RJPs with regard to their job satisfaction within the South African context?	♦ After joining the organisation, were you satisfied with your decision? Please elaborate ♦ Are you satisfied with your current job responsibilities and opportunities? Please elaborate. ♦ Would you attribute that to the realistic information you received? ♦ Do you foresee that you will still have job satisfaction in two years from now? Please elaborate.	♦ Why were you satisfied? ♦ And the fact that you received realistic information, did it affect your job satisfaction? ♦ Would you say that your job satisfaction level would be the same had you not received a realistic picture?

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What are employees' perceptions of RJPs with regard to their overall retention within the South African context?	♦ What are your future career goals and/or aspirations? ♦ Are there opportunities within the organisation to satisfy your career goals/aspirations? Please elaborate (Was it because you received a realistic picture of the job and organisation).	♦ The fact that you received realistic information, how did it affect your retention levels? ♦ Would you attribute your retention to the realistic information that you received?

4.3. DATA ANALYSIS

As evident within the methodology chapter, I utilised a deductive approach as a means to identify the main themes. These themes were formulated upfront from the research questions and the literature review, namely expectations, job satisfaction and retention. Moreover, the sub-themes as emerged from the data, was conducted from an inductive approach utilising a coding process involving open coding, axial coding and selective coding. The identified codes can be seen in chapter 3 underneath the data analysis section.

For the purpose of this study, it is critical to note how the sub-themes (selective codes) link with the predetermined main themes. Table 4.2 presents each main theme with its respective sub-themes.

Table 4.2 Linking main themes with sub-themes

Main Theme	Sub-Theme
Expectations	♦ Induction and adaptability ♦ Person-organisation fit ♦ Trust and honesty ♦ Preparedness
Job satisfaction	♦ Met expectations ♦ Preparedness ♦ Trust and honesty ♦ Growth opportunities and exposure ♦ Support and guidance
Retention	♦ Met expectation ♦ Self-selection ♦ Quitting thoughts ♦ Growth opportunity and exposure

4.4. THEMES

For the purpose of this study, three main themes were identified (Refer to Appendix C for the detailed table on coded themes). A summary of the themes and their meaning can be depicted in Table 4.3 below:

Table 4.3: Main themes

Number	Theme	Participants' perceptions
1	Expectations	Expectations refer to whether the participants felt that after an RJP has been received and once being in the position, the job was exactly as stipulated during the interview.
2	Job Satisfaction	This refers to how participants' perceive RJPs with regard to their job satisfaction.
3	Retention	Retention refers to participants' perceptions of RJPs with regard to whether they will remain with an organisation.

4.5. THEME 1: EXPECTATIONS

The findings signify that an RJP seems to be positively perceived by participants in the sense that it lead to them experiencing met expectations. In all instances, the participants indicated that their perception of an RJP is that it enabled them to have clear and met expectations once they entered the job. This is confirmed by the direct quotations as mentioned by the participants. This can be depicted in Table 4.4 below:

Table 4.4: Quotations on Expectations

Participant	Quotations
1	"My expectations afterwards were met and my tasks and roles was exactly the way that they explained."

2	"Yes. I think they didn't try and sketch this picture that you just going to join the organisation join the group and start doing your own designs. They made it very clear that there is a process to follow, you start off as an engineering trainee, that you receive guidance and as you perform according to spec, they increase your responsibilities, they increase your tasks, which definitely followed from the interview."	
3	"Definitely yes. What I thought this was going to be, what I wanted it to be, was definitely, what it is now."	
4	"I am very satisfied and happy, they definitely did say what was going to be expected from me and nothing else changed. I still have the same roles and responsibilities, you know, what he said is true, what he expected from me is still what he expects from me in the here and now."	
5	"Like I said, my expectations of the job they explained it quite well to me so when I walked in on the first day, it was exactly how they said it would be, the pace, the work that I would do, the help that I would get. So from that point of view, they set the expectations and in a few months that I started working here and did something, it was exactly how they said, so it was definitely in the way that I expected it to be."	
6	"I think I had a clear picture of the main things that was supposed to be done and when I looked at the advertisement, I understood what was going on because I said already I was an intern there and then when I got there, the first week we were just discussing the main job and we	

		signed documents, and it was exactly, the main tasks, how they sketched it, it was met."
	7	"Yes, my expectations were met. The tasks and responsibilities that they put out in the interview, is exactly what I am doing currently."
	8	"I mean the interviewers clearly explained to me exactly what is expected from me as an intern and I as a person can relate to that and in practice where we are now, I know that it is true."
	9	"If you know what to expect and then that is true in the end, it is because of knowing what to expect realistically. In the interview that day, they said we will be running the assessment centre and we will be writing reports. And then when I got into the organisation that is exactly what we are doing. We tested the participants, we write reports on them."
	10	"I think the picture that was actually sketched during the interview was reached very soon, which drove me to reach my own expectations."

According to the findings, the participants indicated that there seems to be a time lapse associated with met expectations. The findings revealed that, as clarified by the participants, it tend to take a while for their expectations to be met due to the fact that after joining the organisation they had to undergo some form of induction (or training) when joining the company. Several participants mentioned the following:

Participant 1: *"Yes, just the fact of the certain amount of training before they actually assigned me to certain calls in the specific environment."*

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Participant 2: *"So for the first month, because it is all introduction, and you have to go through a lot of training sessions it was not doing any engineering work for maybe the first month or two. So, maybe towards the end of the year, maybe three or four months in I think I felt like I were finally doing the work that I was hired for."*

Participant 7: *"After two months of training I started on-boarding my clients, so then I actually started working. So I would say directly after my training, because then I started with every task and responsibility that was explained to me."*

In addition to this, the findings indicated that once being in the job it seems to takes some time to adapt to the working environment. Everything is still new and it takes time to get used to the new way of working in the particular company and position. However, after the participants adapted to the environment, it appear that expectations were met to an acceptable level, as mentioned by various participants:

Participant 1*: "Because I actually worked in different environments in order to get use to the whole process, because it takes a while to get use to all the places, things in the plant, the clients, the new systems, those kinds of things. I think I just had to have some time to get use to all the new information in that kind of way."*

Participant 3: *"It took me about three weeks because it was still a new job and it was very strange to me. It took me a while to settle."*

Participant 4: *"I would say probably two months, because I was still in that learning phase. I didn't really know exactly what was up and what was down. I still had to figure out where I fit in, exactly how I was going to do everything and how much time it was going to take."*

Participant 5: *"I think it is because, if it is your first job and even a start at a new company, you kind of get into the groove of how things work, how things plan out and play out in reality, and I felt like after three months I did a few*

things I could look back and see, okay this is what I did and what was expected of me, was it realistic? I could say, yes it was."

Participant 6: *"It didn't take me too long, because we discussed the preferment sacrament and all the tasks and duties on the first week and the second week we were done drafting it."*

Participant 8: *"I mean, during the first weeks you are still new, you still need to find your feet – how the programs work etc."*

Participant 9: *"I was still new in the company so I would say approximately after one month of joining the organisation because of the learning curve."*

Participant 10: *"It took six months because in the beginning, I was still new and I had to find my feet and become familiar with the firm and tasks."*

Based on the findings, it appears that there were intervening conditions that influenced the expectations of participants, namely person-organisation fit, trust and honesty, as well as preparedness. For the purpose of this study, the above mentioned aspects are referred to as intervening conditions. These conditions emerged in the data analysis phase as sub-themes. The findings for these intervening conditions are highlighted below. Figure 4.1 gives a visual representation of the intervening conditions influencing expectations, as formulated through Atlas.ti.
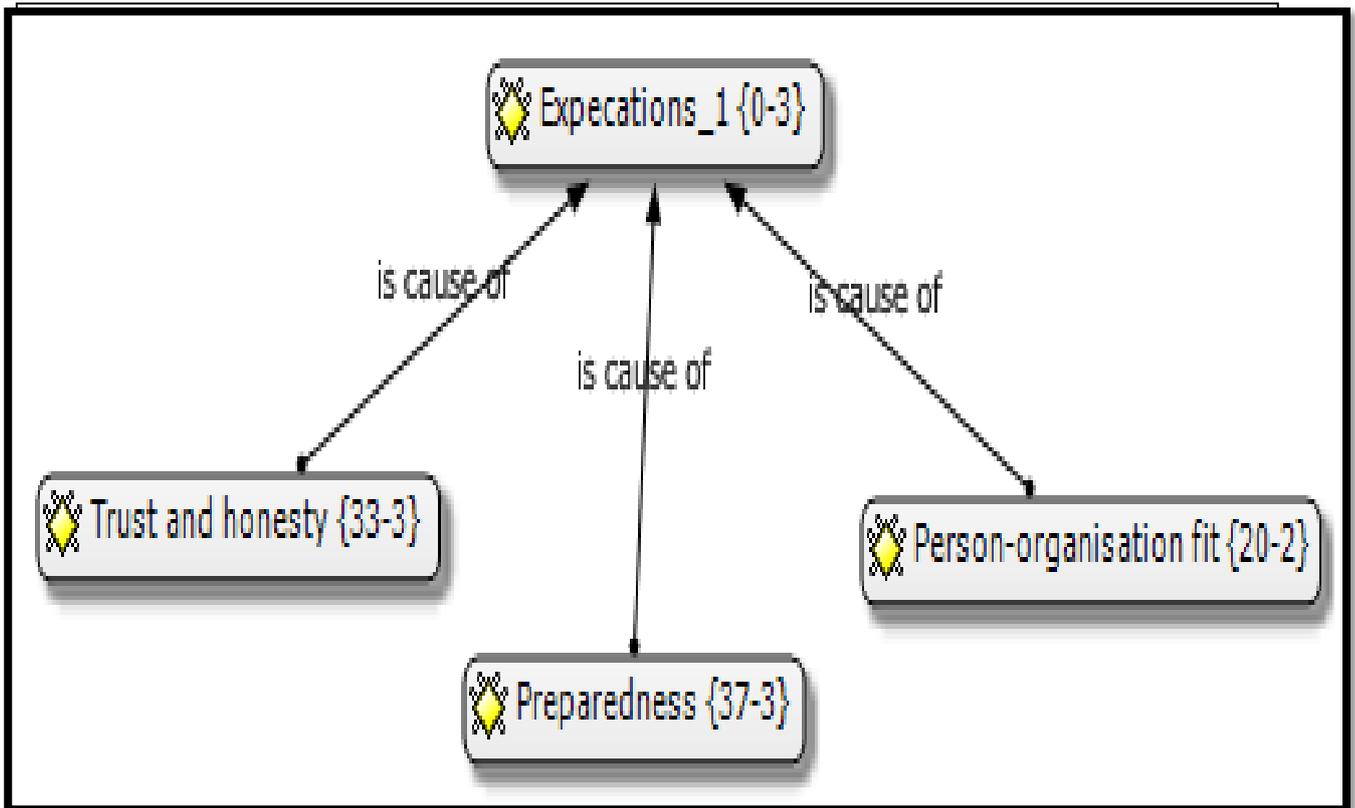
Figure 4.1: Intervening conditions and other factors influencing expectations

4.5.1. Intervening conditions

4.5.1.1. *Person-organisation fit*

In the majority of the interviews, participants mentioned that an RJP seems to enable them to see whether they would fit within the organisation. Participants indicated that:

> Participant 1: *"After the interview, I really felt that this was the position that I wanted to be in, and the people that I wanted to work with, so that really contributed to the fact that I wanted to join the company."*

> Participant 9: *When I went to the interview and I walked out, I knew that that is where I wanted to work because it is like a homey feeling"*

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The above mentioned is confirmed where some of the participants' indicated that during the interview the job applicant and the employing organisation both seems to strive to know whether they fit with each other, thus if the job applicant is fit for the position as well as whether the person feels that that the position fits his/her career needs. The following participants mentioned that:

> Participant 2: *"They weren't trying to convince me of their point, as much as they wanted to know that I would fit in, I wanted to know that I would fit in there."*

> Participant 3: *"In the interview, if you sit there and they sketch this picture, like it was for me too, was to sit there and they sketch that picture and you feel at that moment that right there and then this is where I want to be. I have been in interviews before also where I just know from halfway in the interview that this place is not going to be for me, because it is not my life expectancy, it is not the type of person that I am. So you know during the interview if you will fit in with them or not."*

4.5.1.2. *Trust and honesty*

The findings reveal that trust and honesty appear to plays a significant role in terms of whether an RJP leads to met expectations. Within all instances, the study found that an RJP seems to establish a picture that the organisation was honest and truthful, as a realistic picture about what the job entails was sketched. The following substantiates the above mentioned:

> Participant 2: *"So it definitely felt like it was a conversation more than an interview, because they were a lot more honest and approachable..."*

> Participant 4: *"I still have the same roles and responsibilities, you know, what he said is true, what he expected from me is still what he expects from me in the here and now."*

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Participant 5: *"I mean in the interview they make out like the company is the best place that you can work for ever, and I think it's a truth. We are a very nice bunch of people and the management is nice and so forth, so I think that relate very well in this interview, where in previous interviews, they would not speak about the company, you would not know how the managers are, what their views are. Here it was quite set out very well in the interview; they literally gave me a schematic of whose who, who does what and so forth."*

Participant 10: *"When I received realistic information, it was like knowing that he actually spoke the truth, he did not mislead you in any way, he said what he said and yes there were more responsibilities coming my way but it was unforeseen."*

It looks like trust and honesty also comes down to the decision as to whether one would pursue joining the company, as there has to be certainty in terms of the tasks and one's future aspirations and growth. In the case where the company provided a realistic picture of what the job would entail, it appears to allow participants to meet his/her expectations due to the fact that an honest picture was sketched, as commented:

Participant 1: *"The thing is you have to be certain about your tasks, future aspirations and the growth, and those kinds of things in the interview, which contributes to your overall decision."*

4.5.1.3. *Preparedness*

The findings indicate that an RJP seems to permit the majority of the participants to be fully prepared once joining the company; the participants knew exactly what was expected from them once being in the position. This is confirmed by the following:

Participant 2: *"I think the fact that they made me aware of these issues made me anticipate them once I started to work there, and that gives you a sort of a heads up to certain situations you may encounter along the way."*

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Participant 4: *"Like, every time they try to paint a picture of what they want from you, you know that is what they are going to want from you…"*

Participant 5: *"I do believe so yes. I think they painted me a picture of what I would be doing on a daily basis…so I knew what was expected of me and I also knew then what I expect of the job when I came on my first day."*

Participant 7: *"Yes, because the interview was honest and truthful about what the job entails and I received a clear picture about my job description and no extra tasks allocated to me so I did not have any reality shock once I entered the organisation"*

Participant 8: *"She told me that you are going to work long hours; you are going to work over hours. It is going to be a job where you pay attention to a lot of detail, it is a fast pacing job, – and so you need to quickly grasp concepts, learn things, and go on from there. So yes, I had a clear expectation of the job."*

Participant 9: *"I think it completely eliminated the fear of the unknown factor, I knew what I was going to do and there was like a set guideline given to us."*

Participant 10: *"And when you started working with something, they told you what you are going to work with, that are a big feeling because you prepared yourself on that.*

In conclusion, an RJP appears to result in expectations being met adequately. Based on the findings, three intervening conditions contributed to participants experiencing met expectations, namely person-organisation fit, trust and honesty, and preparedness. The second main theme, job satisfaction, will now be presented in detail.

4.6. THEME 2: JOB SATISFACTION

According to the findings, it is clear that the majority of the participants seem to perceive an RJP as positive with regard to their job satisfaction. Table 4.5 below serves as confirmation of the above mentioned.

Table 4.5: Quotations on Job Satisfaction

Participant	Quotations
4	"Yes, for sure. I was nervous enough going into a different field already, and there was doubt in myself whether I was able to do that type of work, seeing that I have never done that before, so for him painting this picture for me, and when I came into the workplace and that was exactly what was expected of me, it made me feel more at ease."
6	"In terms of the duties that I do, there is satisfaction, I am not really complaining about that…"
7	"Yes, absolutely, because if not have been provided with a realistic picture I would have been demotivated and would not have trusted the organisation and the management that goes with it, which would lead probably within unsatisfactory results."
8	So that day when they explained to me exactly what is going to happen, and I can honestly say that what they have said that day is a realistic outcome of how I experience my everyday tasks in my work

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		environment with the people that help me, and yes I am satisfied at this moment because it is a true reflection of what they have told me."
	9	"You can't really say that I enjoy it because of the fact that I knew what was expected. I think I was pleasantly surprised with how nice the work is I don't have pressure from people. So I can't really say that it is because of that I knew what was going to happen, but it can be. If they didn't tell me what would have happened, everything would have been unsure and with regards to job satisfaction."

The findings indicated that there were several intervening conditions that influenced participants' job satisfaction, namely met expectations, preparedness, and trust and honesty. It is further evident from the findings as the participants indicated, that other factors also contribute towards their job satisfaction (not solely dependent on an RJP), namely support and guidance, the opportunity to grow and develop, as well as quality exposure received within the job. These above mentioned conditions and factors emerged in the data analysis phase as sub-themes. The findings for these intervening conditions and other factors are highlighted below. Figure 4.2 serves as a visual representation of the intervening conditions and other factors influencing job satisfaction, as formulated through Atlas.ti.
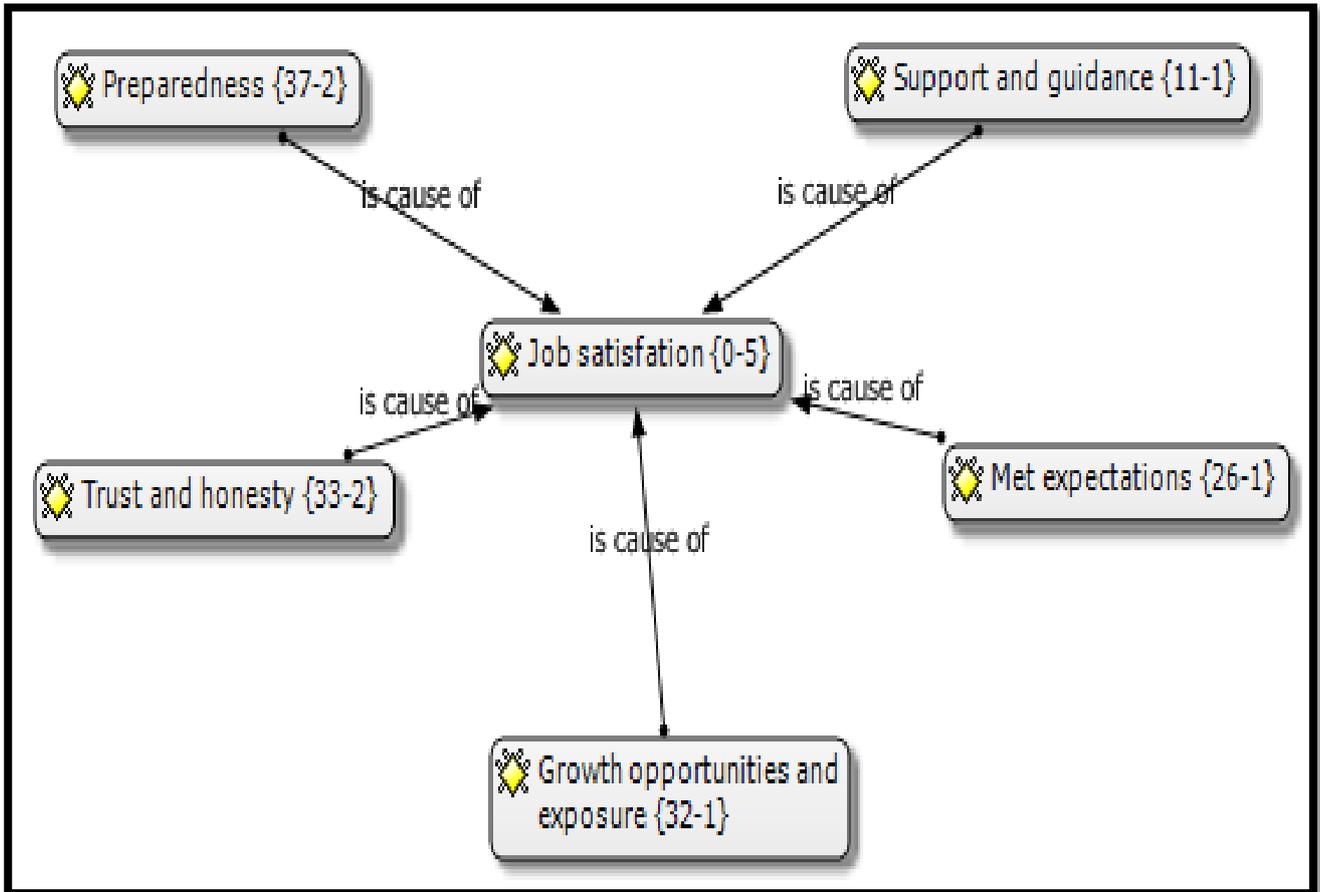
Figure 4.2: Intervening conditions and other factors influencing job satisfaction

4.6.1. Intervening conditions

4.6.1.1. Met *expectations*

From the findings, it is evident that job satisfaction and met expectations appear to be connected to one another. In majority of the instances, the participants indicated that job expectations seem to have a positive influence on their job satisfaction. In most of the instances, the participants indicated that if there are unrealistic expectations of the job, there seems not be satisfaction within the job. The following serves as confirmation of the above mentioned:

Participant 4: *"Obviously if they sketch a picture and it is much different and it is not what you expected and wanted, there won't be any satisfaction in your job."*

Participant 4: *"I would definitely say that I am happier now, because I now know how it works there, and it is a nice company, it is like a small family. So I would say, when you know where you fit in and what is expected of you and you know everybody now by the time, it's very satisfying."*

Participant 5: *"I was very happy that I went into this field and went to this company, because I did exactly what I wanted to do…"*

Participant 7: *"Yes, I am very satisfied because I learn a lot, it is a very pleasant working environment, and I like what I am doing because I feel like I am living out my passion by working with people as well as in the financial field."*

Participant 9: *"Also with job satisfaction, if you know what is expected, that would positively influence your satisfaction and make it easier to be satisfied since you know what is going to happen and what is expected from you. Your satisfaction will have an impact on your retention as well."*

Participant 9: *"I really enjoy the job so it did satisfy me when I entered the position. When I went to the interview and I walked out, I knew that that is where I wanted to work because it is like a homey feeling."*

> Participant 10: *"Like I said, if it weren't for the expectations, the picture that was sketched during the interview and I have not met those expectations, I would not have had good expectations for myself out there and would have reached it the way that I did."*

Moreover, the findings reveal that when there are no clear expectations of what the job entails, this seems to result in one being frustrated and uncertain about what needs to be done in the job. It was mentioned that in such circumstances the impression exist that in no way one appears to be completely satisfied within the job, as mentioned below:

> Participant 2: *"I would have been pretty disappointed in the beginning, especially with the first two months of just doing research, cause then I would have felt like something was supposed to happen and it was supposed to happen pretty soon. Hadn't they told me that this is a pretty slow process; there is a lot of uncertainty involved, I would have been continuously waiting for something to happen and I would get frustrated because everybody else is in a very low gear just because they have been around for a while and I wouldn't have understood what the industry was about, the decisions that they were waiting on and whereas now, they actually told me this is what you will encounter."*

4.6.1.2. *Preparedness*

The findings indicate that an RJP appears to result in increased job satisfaction when looking at preparedness. As with expectations, some of the participants indicated that an RJP seems to allow them to be more prepared when entering the job. This statement is confirmed below:

Participant 4: *"I am very satisfied and happy, they definitely did say what was going to be expected from me and nothing else changed."*

Participant 4: *"I was nervous enough going into a different field already, and there was doubt in myself whether I was able to do that type of work, seeing that I have never done that before, so for him painting this picture for me, and when I came into the workplace and that was exactly what was expected of me, it made me feel more at ease."*

Participant 6: *"Another thing that contributes to the satisfaction is the meeting of expectations, because you don't find a surprise when you enter the job."*

Participant 9: *"If they didn't tell me what would have happened, everything would have been unsure with regards to job satisfaction."*

4.6.1.3. *Trust and honesty*

The findings signified that due to the fact that a realistic picture was sketched during the interview, a majority of the participants indicated that this seems to establish a relationship of trust and honesty towards the organisation, whereas this led towards increased job satisfaction as mentioned below:

Participant 2: *"That makes me very happy. I think we all need to feel a sense of trust with the people that you work with, because if I don't feel that I can trust my boss to tell me the truth about a project or about a deadline or about a certain area in what we are doing new advanced technology research or just day-to-day engineering design, I will not feel like he is giving me an accurate picture of what is going on, like I am being deceived, there is no*

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way that I would be happy with that. But now I have absolute trust in the organisation and I have absolute trust within the people I work with."

Participant 8 indicated that an RJP allowed her to align her values of trust and honesty with that of the organisation. This is confirmed by the following:

> *"I am a very open and honest person so I value honesty and integrity a lot. So that day when they explained to me exactly what is going to happen, and I can honestly say that what they have said that day is a realistic outcome of how I experience my everyday tasks in my work environment with the people that help me, and yes I am satisfied at this moment because it is a true reflection of what they have told me."*

Moreover, participant 7 stipulated that an RJP seems to enable her to establish trust and honesty within her company, which resulted in being motivated towards the job, which lead to increased job satisfaction. This is supported by what has been mentioned by the participant:

> *"Yes, absolutely, because if not have been provided with a realistic picture I would have been demotivated and would not have trusted the organisation and the management that goes with it, which would lead probably within unsatisfactory results."*

> *"Yes, definitely, because through the trust I gained of the company and all the support and motivation from the management to do my day-to-day tasks I feel that all that lead to job satisfaction…"*

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4.6.2. Other factors

4.6.2.1. *Growth opportunity and exposure*

Based on the findings, a majority of participants signified that regardless of the RJP, their job satisfaction seems to increases due to the fact that the company provides them with great and work exposure and they are able to expand their knowledge on a daily basis. This statement is confirmed with what has been stated by various participants:

Participant 3: *"I seen myself grow within the firm and grow as to my relationships with the people also working with me in the firm, and every day it is becoming stronger, and every day that feeling of going to work and learning something new, it just become stronger."*

Participant 7: *"I like my day-to-day tasks and I gain more experience and knowledge every day. With that, there are a lot of opportunities to grow within the company with all the experience that I have gained."*

Participant 8: *"I had this idea of what we are going to do and what we need to learn, but actually at the company where I am now, I learn so much more and they have a broad range of different things that is happening at that company and I have the opportunity to be part of the coaching, the job profiling. So, I actually learn more, my knowledge field is definitely broadened if I can say that."*

Participant 10: *"In the environment and the work, I had my ups and downs so I would say the climax of everything is job satisfaction in the way that I was allowed to take on my own cases and work with my own cases which most candidate attorneys are not afforded that opportunity."*

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In addition to this, the findings further indicate that participants seem to feel that their job satisfaction is increased due to the fact that the company furnishes the opportunity to grow and develop. From the findings, it is apparent that growth opportunities vary with regard to the provision of study opportunities, increased responsibilities, continuous development, and personal growth aspirations. This is confirmed by the majority of the participants, where they mentioned:

Participant 1: *"I enjoy what I do every day. They provide me with new opportunities, studying, and all those kinds of things. I am really happy in the current position that I am."*

Participant 2: *"This company does provide a lot of opportunities, especially for young engineers. So the kind of experience I get here is over a very broad range which helps, then you can apply it in many different industries, which is very good for me at this point in time, especially with a market that is pretty unstable. So yes, I can see myself satisfied; I would still like to be here two years from now."*

Participant 4: *"And like I said once I get into the whole process and he sees that I am coping and capable of doing what I am doing now, he will add something else."*

Participant 5: *"Like I said, every so often we have meetings to discuss our plan for the six months ahead and they continue to try to develop us in all areas, technically, managerial, and all of that."*

Participant 5: *"We have short term plans, like what are we going to do in the next six months, what are you going to do in the next year, and the next*

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three years. They continue to make sure that you are still on track, because I mean it is not beneficial for the company if I don't also stick to my plans. My plans are to develop myself within the company and to be more of an asset to them; they pay me a salary so they want to get the most of me as much as they can."

Participant 6: *"I am very happy with the organisation in terms of, there is a lot of development, there is space for growth in the department."*

In relation to what has been stated above, findings signify that within some instances, participants indicated that they feel that in their current working environment there is either limited opportunity for growth or they require increased exposure and responsibility. Two of the participants indicated that they seem to be happy with their current organisation in terms of the fact that there are growth opportunities; however they would like to expand more and to increase responsibilities which would result in increased satisfaction. The participants mentioned the following:

Participant 4: *"I think, the way I feel now, I just would like to have some more responsibility at this point, but I mean that is something you can always like, talk to someone with. That's the only thing, nothing bad about the work, I do like it, but regarding job satisfaction I feel that I am getting to the point where I don't want to be bored at work, I want to have a bit more responsibility as well."*

Participant 8: *"I actually want to expand more. I want to become more familiar with coaching and I want to become more involved with job profiling. I am just scared that I may become bored so I would definitely want to be exposed to more because I know that I can offer more as a person and I*

know there are more opportunities available at the company that I can be part of and be involved with."

In some of the other instances, the participants stipulated that they will seek new career opportunities in the near future due to the fact that there appears to be limited opportunity for growth, where one reaches the ceiling of the possibility to grow and climb the career ladder. The participants commented:

Participant 6: *"The truth of the matter is that two years would be too long; it will feel like I am stuck. The work that I am doing, as much as it is fine, I am fine with it really, but I think it is you do the same thing so two years will be too long."*

Participant 10: *"I think where I am now I have reached my limit so I don't see myself getting job satisfaction or being there for longer than two months from now. I think sometimes you reach a ceiling and there is no further you can go and then it is better to seek new opportunities."*

4.6.2.2. *Support and guidance*

The findings further indicate that, regardless of the RJP, job satisfaction appears to be related to support and guidance. In some instances, participants specified that as with growth opportunities and exposure, job satisfaction seems to be increased due to the fact that the organisation provides support and guidance once being in the job, as well as providing the necessary assistance in the here and now. This is substantiated with the comments from the following participants:

Participant 4: *"My boss is very helpful, if I don't know how to do something, he will show me."*

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Participant 5: *"My main expectation was that I wanted a job that challenges me, and every six months we have a meeting with our branch heads, individually, and you tell them what happened in the last six months, what were you happy with, what were you not. What are you expecting from the six months to come? I think that in itself bring your expectations. Every time there is a different expectation for the next six months and they try and help and assist you to make sure that you actually get to that point where you feel like, okay, they help me to get somewhere."*

Participant 6: *"If I remember correctly and I think I was comfortable with the tasks already, but obviously there is a lot of things that I didn't know but with the support around helped a lot."*

From the above mentioned, it is evident that an RJP appears to result in increased job satisfaction with regard to the three intervening conditions. These conditions include met expectations, being completely prepared for the job, as well as establishing a sense of trust and honesty with the respective company. Regardless of this, the findings signify that an RJP does not exclusively determine job satisfaction, as other factors further seem to influence this. These factors, according to the findings, indicated that employees' job satisfaction also depends on the degree of exposure received in the workplace, the opportunity to grow within the company, as well as the support and guidance received once in the position. The last main theme, retention, will now be presented in detail.

4.7. THEME 3: RETENTION

Based on the findings it is clear that the majority of the participants seem to perceive RJPs as having a positive influence on retention as it leads to increased retention. These statements can be depicted from Table 4.6.

Table 4.6: Quotations on Retention

Participant	Quotation
1	"Yes. After the interview, I really felt that this was the position that I wanted to be in, and the people that I wanted to work with, so that really contributed to the fact that I wanted to join the company."
2	"It felt a lot more honest, like they weren't trying to convince me that I was going to be happy. They weren't trying to convince me of their point, as much as they wanted to know that I would fit in, I wanted to know that I would fit in there."
3	"Yes, most definitely. If you are in an interview and someone sketches this picture and makes you feel like this is the place you want to work, and then you start working there and then it is not the same thing, then obviously, when it comes down to retention, that will make you leave the firm even faster than if they actually told you a picture and that is exactly what it is when you join or even better, then once again when it comes down to retention, you would stay longer within the firm, you would stay there because that is what you like, that is what you expected, that is what you wanted."
4	"Like, every time they try to paint a picture of what they want from you, you know that is what they are going to want from you, you know what they are saying is realistic; they won't give you any

	fake expectations. I think in a way it makes you more secure in a company as well, so I would definitely say long term, the retention."
5	"The retention level was much higher for me that for the average actuarial student."
6	"I think it wants to make you stay at the department because of the openness, trust and the support that they give."
7	"Yes, definitely, because the thing is maybe not in the exact same position that I am currently in, but within the company I think it would definitely influence that because I now have trust and I gained their honesty, so I think definitely I will stay within the company because of that and it is a very motivating environment."
8	"Yes, definitely but I want to know more about the company. I want to become something more, to gain more experience to put on your CV."
9	"So if it is positive, which it was, it definitely influence me to stay on with the organisation, especially when it is continuously positive, because when negative things come in unexpectedly, it influences the retention, I would have left at a stage. If it stays positive then you would stay with the organisation."

Based on the findings, it appears that there were intervening conditions that influenced employee retention, namely met expectations, self-selection, and quitting thoughts. Moreover, the participants indicated that other factors also contribute towards levels of retention, namely growth opportunities and exposure. These conditions and factors emerged in the data analysis phase as sub-themes. The findings of these intervening conditions and other factors are highlighted below. Figure 4.3 presents the intervening conditions and other factors influencing retention, as adapted from Atlas.ti.
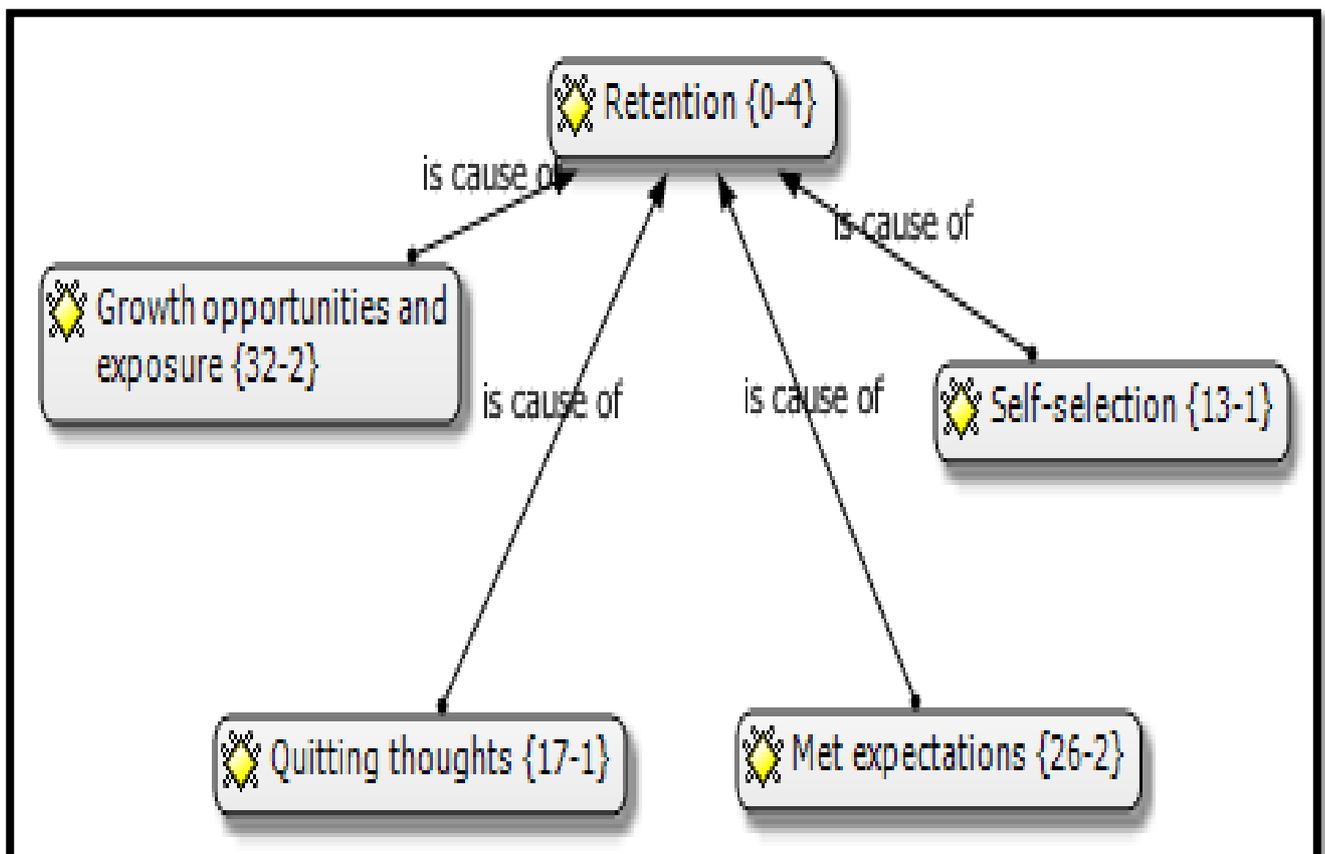

Figure 4.3: Intervening conditions and other factors influencing retention

4.7.1. Intervening conditions

4.7.1.1. Met expectations

Based on the findings, the participants appear to perceive met expectations to be positively related to retention. This means that an RJP seems to yield met expectations, whereas these met expectations seem to lead to increased retention. As mentioned in some instances, retention appears to be influenced by the fact that expectations were met after joining the company as well as the fact that it still meets their expectations:

> Participant 5: *"Like I said, I don't think I would have stayed in the company if my expectations were not met, because you can very easily go to another company where they might actually accommodate you in things that you feel that you need or you want to have and so forth. My retention level would have been totally lower."*

> Participant 9: *"If you know what to expect then you know what you are going to lose if you leave, so it really influences your retention."*

> Participant 4: *"I don't want to work for a place thinking that it is one way and then I get in there and you know it is totally different than what I expected."*

4.7.1.2. *Self-selection*

The findings of this study reveal that an RJP did in some of the instances seem to shine some light on the decision to join the company. According to the findings, the RJP appears to enabled the participants to self-select into the position, since they felt that they knew exactly what the job entails and were able to make an informed decision as to join the organisation or not. This statement is substantiated by the following quotations:

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Participant 1: *"The thing is if you do not get a realistic picture of what you need to do, I don't think you would be actually drawn to pursue that kind of career in your life."*

Participant 3: *"If they do sketch a realistic picture in the interview, that obviously makes you decide if you want to be part of the firm or not, if you are going to fit in with the firm."*

Participant 9: *"When I went to the interview and I walked out, I knew that, that is where I wanted to work because it is like a homey feeling."*

Participant 10: *"I think I would have still taken it and would have done everything in my power to make a success of it. The picture that they created did shine some light on my decision to work there or not."*

4.7.1.3. *Quitting thoughts*

The findings signify that where a realistic picture of the job was not sketched during the interview, one would appears to be prone to leave the firm even faster after joining the company, since it does not meet one's expectations. The opposite is thus true with regard to receiving an RJP. It looked like it made the participants want to remain with the company due to the fact that one knows what is expected. This is confirmed by the following:

Participant 3*: "I think, had I not get that realistic picture of the organisation, obviously I would have start working there with a different mind-set than they actually had and I think also in a way that would put me in a position where*

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maybe the people in the firm, the boss, may not like who I am or who I am there at that moment, because of my mind-set of who the firm is and how I am going to be working there. And I think if it comes down to survival that will definitely contribute to if you are going to get fired or leave the organisation"

Participant 4: *"No, I don't think so. I can give an example. With my previous internal audit job, I did know that there was going to be some overtime and you do have your responsibilities and everything, but they didn't paint a clear picture of where you fit in with the company…So, if I knew that then, I would not have joined that company…"*

Participant 7: "*If there was not a realistic picture then I would have been demotivated and probably searched for a new job and not stay in the same organisation and job."*

Participant 9*: "So if it is positive, which it was, it definitely influence me to stay on with the organisation, especially when it is continuously positive, because when negative things come in unexpectedly, it influences the retention, I would have left at a stage. If it stays positive then you would stay with the organisation"*

4.7.2. Other factors

4.7.2.1. *Growth opportunity and exposure*

Lastly, exposure towards an RJP does not exclusively determine retention. According to the findings, the majority of the participants indicated that growth opportunity and exposure received in the respective company seems to contribute towards increased retention. In the case where there is opportunity to grow within the respective companies, participants

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signified that under such circumstances they will most probably seem to remain with the company. This statement is confirmed by means of the following comments:

Participant 3: *"Yes, up to a point there are opportunities. In this firm, specifically there is only one partner and no one else would ever become a partner in this firm, but like I said you can go up to a senior associate which is a very good place to be in your life. But obviously, I think that maybe I would one day want to be a partner in some firm and if it comes down to that day that I decide that, this is what I want to do, then I will probably move to another firm or start my own firm."*

Participant 4: *"So there is always a possibility, but it is still a small company, so it is a bit more difficult as it is more limited for growth."*

Participant 5: *"They assist us in studying and so forth. So, if you want to go study something that will obviously help you in your day-to-day workings, then they will assist you. We get a lot of study leave even as it is now, they pay for all the notes, and they pay for our studies. I think they are definitely determined to better us in everywhere possible that we feel that we can improve."*

Participant 7: *"My job title or description gives me the opportunity to grow in different fields within the company and there are also a lot of vacancies and a lot of different departments where I can grow within the company."*

Participant 8: *"I would love to be part of the coaching team and opportunities like that. I am still very confused on what it is that I exactly want to do but I*

am thinking about it. The company definitely have opportunities for things that will satisfy my needs and goals."

Participant 9: *"So I hope that after the six months that I can stay on, on a part-time basis, helping the lady doing that, because they have a lot of work load especially when they have certain projects. So doing that, it will definitely help me in my career to get an internship or to learn more about my career and I think that would really satisfy me, to know more, being able to go into an interview for example."*

From the above mentioned, it is evident that an RJP appears to lead to increased retention among the participants. These instances include having met expectations, the ability to self-select into the position, as well as having fewer thoughts of quitting. On the contrary, findings signify that an RJP does not solely determine retention; other aspects also seem to contribute towards this, namely growth opportunities and quality of job-related exposure.

4.8. CONCLUSION

This chapter presented the findings as obtained during the study. It begins with an outline of the predetermined themes that were deliberately chosen for the purpose of the study, followed by a presentation of the findings as per the sub-themes. The findings of each theme were presented in great detail with regard to participants' perceptions of an RJP.

This chapter focused on providing a brief presentation of how an RJP is perceived by participants with regard to their expectations, job satisfaction, and retention. Supporting statements were included in order to give depth to the findings. Chapter 5 will provide a detailed summary on the discussion of the findings in relation to the literature review.

CHAPTER 5: DISCUSSION

5.1.   INTRODUCTION

This chapter aims to outline and critically discuss the key findings of this study which are based on the participants' practical experience and real life insights with regard to an RJP. In this chapter, the focus is on integrating and comparing inferences from the findings with the literature on RJPs. The findings of this study are discussed as presented in the previous chapter.

5.2.   EXPECTATIONS

Overall, the findings indicated that in all instances the participants seem to have positive perceptions of RJPs with regard to their expectations. Participants appear to have perceived RJPs as appropriate recruitment methods since it contributed towards their expectations of the job after joining the organisation. As stated by the participant 4 "I am very satisfied and happy, they definitely did say what was going to be expected from me and nothing else changed. I still have the same roles and responsibilities, you know, what he said is true, what he expected from me is still what he expects from me in the here and now." Participant 5 contributes to this by stating "Like I said, my expectations of the job they explained it quite well to me so when I walked in on the first day, it was exactly how they said it would be, the pace, the work that I would do, the help that I would get. So from that point of view, they set the expectations and in a few months that I started working here and did something, it was exactly how they said, so it was definitely in the way that I expected it to be." Moreover, participant 8 further contributed to the above mentioned statement by stipulating that "I mean the interviewers clearly explained to me exactly what is expected from me as an intern and I as a person can relate to that and in practice where we are now, I know that it is true." This clearly indicates that participants' have a positive perception towards RJPs as they regard it as an appropriate recruitment method.

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The above mentioned is closely aligned with what has been stated in the literature. Research indicated that an RJP has a positive influence on job applicants' expectations (Buckley et al., 2002; Dean & Wanous, 1984; Dugoni & Ilgen, 1981; Hom et al., 1999; Lent, et al., 2007; Meglino et al., 1988; Phillips, 1998; Premack & Wanous, 1985; Reilly, et al., 1981). Breaugh (2008) contributes to this statement by indicating that applicants who have been appointed after receiving an RJP would most likely experience the job and the organisation as expected. From the above mentioned, it is apparent that the literature on RJPs with regard to met expectations and the findings of this study are consistent with one another.

The study found that after the participants received an RJP and once joining the organisation, it took some time for the participants' initially sketched expectations to be met adequately. The findings indicate that the participants perceived that their expectations seem to only have been met after the necessary induction and training was received, as well as after they adapted to the new work environment. To substantiate this, participant 7 mentioned that "After two months of training I started on-boarding my clients, so then I actually started working. So I would say directly after my training, because then I started with every task and responsibility that was explained to me." The above mentioned indicates that participants believe that a time lapse is associated with when expectations regarding a job is met. The reason for this is that one may struggle to fully comprehend and experience the job according to what has been sketched without being completely familiar with the work environment, as well as receiving the necessary induction and/or training on how to perform the respective job role in a successful manner.

According to Roberson (2003) induction is a critical process for newly hired employees, as it enables them to become familiar with how the organisation works. As new starters are unfamiliar with the work environment, induction plays a vital role in terms of introducing and allowing job applicants to adapt to the new way of working and understanding what is ahead (Roberson, 2003; Runola, 2013). Warnich et al. (2015) contribute by stating that it is crucial for organisations to introduce newcomers to the organisation, their day-to-day tasks, as well as their superiors and co-workers. Induction and adaptability in this sense is important as it provide individuals with the necessary support and guidance during times of uncertainty.

According to the HR pulse news desk (2012), induction and adapability has the following benefits, namely (1) allowing applicants to feel welcomed and more comfortable in the organisation, (2) helping to build the self-esteem, morale, and motivation of applicants, (3) ensuring a happy and positive workforce, and (4) ensuring operational efficiency. If induction and adaptability is not considered in an organisation, it is important to note that this will result in individuals being lost and disengaged in the workplace, and as a result will influence productivity (Roberson, 2003; Runola, 2013). Ultimately, this seems to impact organisational success and competitiveness. It is therefore important for organisations to provide the necessary induction and training as this allows employees to be prepared for the tasks they need to perform.

From the above mentioned, it is evident that induction and adaptability seems to play a critical role in whether or not an individual percieve his or her expectations being met once in the job. Since induction and adaptibility appears to play such a big role, it is therefore critical to ensure that an organisation make use of effective induction training so that employees can adapt to the way of working in a particular job. In addition, induction and adaptibility plays an important part in whether or not participants meet their expectations since they first seems to find their feet before experiencing the job as realistically sketched.

In addition, the study found that three intervening conditions influenced the participants' met expectations: person-organisation fit, trust and honesty, and preparedness. These conditions seem to have played a significant role in the participants experiencing met expectations once they entered the job, which will be briefly discussed below. Figure 5.1 visually presents these conditions.

Figure 5.1: Intervening conditions influencing expectations

Firstly, the findings revealed that there is a perception among the participants that an RJP appears to have enabled them to determine whether or not they would fit with the particular organisation. Due to the fact that the participants were provided with a clear and realistic picture of what the job entailed and what to expect once in the position, they seem to have been able to determine whether or not he/she fitted not only within the position, but also with the organisation. Participant 1 substantiated through mentioning that "After the interview, I really felt that this was the position that I wanted to be in, and the people that I wanted to work with, so that really contributed to the fact that I wanted to join the company."

It looked like the realistic picture that was sketched during the interview seems to have allowed the participants to fit their needs in with what the organisation offers. The literature supports the above mentioned by stipulating that an RJP allows applicants to make an informed decision as to pursue joining the organisation depending on whether his/her occupational needs fit with the actual job and the organisation (Adeyemi-Bello & Mulvaney, 1995; Bourgeois, 2003; Buckley et al., 2002; Colarelli, 1984; Dean & Wanous, 1984; Dugoni & Ilgen, 1981; Krausz & Fox, 1981; Lent et al., 2007; Meglino et al., 1988; Phillips, 1998; Premack & Wanous, 1985; Wanous, 1973). Further, the literature reveals that an RJP tend to screen out individuals whose needs are not compatible with the demands of the job, or even when individuals are incompatible with the culture of the organisation (Meglino et al., 1993).

In addition, the findings indicated that both the applicant and the organisation appear to feel the need to determine their fit with one another. This is verified by what participant 2

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mentioned by stating that "They weren't trying to convince me of their point, as much as they wanted to know that I would fit in, I wanted to know that I would fit in there." Moreover, participant 3 contributes by stating that "In the interview, if you sit there and they sketch this picture, like it was for me too, was to sit there and they sketch that picture and you feel at that moment that right there and then this is where I want to be. I have been in interviews before also where I just know from halfway in the interview that this place is not going to be for me, because it is not my life expectancy, it is not the type of person that I am. So you know during the interview if you will fit in with them or not." According to the literature, the provision of an RJP allows job applicants to determine whether they fit with the organisation (Breaugh, 2008). Moreover, the literature supports this by stipulating that initial job expectations as created by the RJP allows organisations to select the most suitable candidate for the position (Adeyemi-Bello & Mulvaney, 1995). Greenhaus, et al. (2010) and Wanous (1973) state that RJPs can be used to select applicants with the right talents and values compared to that of the organisation, therefore ensuring a high level of compatibility between the job applicants and the organisation's requirements. For this reason, the RJP seems to have allowed the participants to determine whether or not they would pursue joining the organisation, and hence the organisation could determine if the participant was suitable for the position. In this regard, the RJP appears to have enabled the participants to determine their fit with the organisation in the sense that they pursued joining the company, and once in the position the expectation of being a person-organisation fit was met based on the fact that it was a true reflection as sketched within the interview.

Secondly, met expectations in the study were influenced by trust and honesty established with the organisation. The findings indicated that in the instance where the participants were given a realistic picture of what the job entails, initial expectations seem to have been formulated in terms of what to expect of the job. Once in the position these initial sketched expectations appear to be met adequately due to the fact that the organisation was honest and truthful from the start about what the job entails. This is verified with what participant 10 mentioned "When I received realistic information, it was like knowing that he actually spoke the truth, he did not mislead you in any way, he said what he said and yes there were more responsibilities coming my way but it was unforeseen." For the participants,

trust and honesty seems to have played a vital part in met expectations, as the company did not try to sketch a fake picture of who and what they were and the contents of the job.

The above mentioned is in line with what has been stated in the literature. According to the literature, an RJP serves the function of allowing job applicants the ability to build trust and respect as organisations guarantee to be upfront and honest (Adeyemi-Bello & Mulvaney, 1995). The literature emphasises that expectations are met due to the fact that the organisations were honest and truthful regarding the contents of the job (Breaugh & Starke, 2000; Gill, 2007).

Lastly, the findings indicate that an RJP appears to enable the participants to be prepared for the job, as it allowed them to grasp a brief overview of what their day-to-day tasks would entail when entering the job. This is substantiated with what participant 2 mentioned "I think the fact that they made me aware of these issues made me anticipate them once I started to work there, and that gives you a sort of a heads up to certain situations you may encounter along the way." Moreover, participant 5 contributed by stating that "I do believe so yes. I think they painted me a picture of what I would be doing on a daily basis…so I knew what was expected of me and I also knew then what I expect of the job when I came on my first day." This seems to have resulted in the participants having their initial expectations met once they were placed in the position, as the picture that was sketched during the interview was exactly how it played out in practice, allowing them to have been well prepared (Bauer, 2012). In addition, the RJP seems to allow the participants to be prepared in terms of having certainty regarding handling specific situations they would encounter within the workplace. Moreover, the study found that when a realistic picture containing both positive and negative job-related information on the job was sketched, it appears to contribute to participants' full preparedness for the job. This seems to have directly resulted in their expectations being met once they entered the job, as the contents of the job were exactly how it was initially outlined in the interview. This relates to what has been stipulated in the literature. According to the literature, an RJP enables applicants' to have their job expectations met since they had realistic expectations of the job, which resulted in participants being fully prepared for what to expect once in the position (Breaugh & Starke, 2000; Gill, 2007). In essence, fostering a realistic picture renders itself

to add value to organisational success much faster, since employees are well prepared when entering the organisation (Bauer, 2012).

From the above mentioned, it is evident that the participants appear to perceive an RJP as leading to they having their expectations met once placed in the position. The reason for this is that an RJP appears to allow the participants to have initial expectations in terms of what the job entails and when entering the position, the realistic picture that was sketched was exactly how it played out in practice. In addition, the participants perceive an RJP as positive within South Africa as it seems to enable them to determine their fit with an organisation, establishing trust and honesty with an organisation, as well as being fully prepared for the job. These findings agree with what has been proven by the literature on RJPs leading to met expectations (Adeyemi-Bello & Mulvaney, 1995;Bourgeois, 2003; Buckley et al., 2002; Colarelli, 1984; Dean & Wanous, 1984; Dugoni & Ilgen, 1981; Krausz & Fox, 1981; Lent et al., 2007; Meglino et al., 1988; Phillips, 1998; Premack & Wanous, 1985; Wanous, 1973). With regards to this, it is evident that the findings of this study are consistent with the literature pertaining the appropriateness of RJPs.

5.3. JOB SATISFACTION

Overall, it is clear that participants seem to have overly positive perceptions of RJPs with regard to their level of job satisfaction. The findings indicated that participants in the majority of the instances perceived RJPs as an appropriate recruitment method since it seems to have resulted in increased job satisfaction, as mentioned by participant 7 "Yes, absolutely, because if not have been provided with a realistic picture I would have been demotivated and would not have trusted the organisation and the management that goes with it, which would lead probably within unsatisfactory results." Moreover, participant 8 contributes to this by stating that "So that day when they explained to me exactly what is going to happen, and I can honestly say that what they have said that day is a realistic outcome of how I experience my everyday tasks in my work environment with the people that help me, and yes I am satisfied at this moment because it is a true reflection of what they have told me." This clearly signifies that the participants have positive perceptions of RJPs as they feel it is an appropriate recruitment method based on job satisfaction.

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The above mentioned is closely aligned with what has been stated in the literature. Research on RJPs signifies that an RJP tends to have a positive influence on job satisfaction (Faller et al., 2009; Dickerson, 2009; Dugoni & Ilgen, 1981; Premack & Wanous, 1985; Raub & Streit, 2006; Suszko & Breaugh, 1986). Further, the literature implies that when applicants are exposed to an RJP, they tend to experience increased job satisfaction (Faller et al., 2009; Premack & Wanous, 1985). From this, it is clear that the literature on RJP in terms of enhancing job satisfaction and the findings of this study in this regard are consistent with one another.

As with met expectations, the findings clearly indicate that certain intervening conditions influences participants' increased job satisfaction: met expectations, preparedness, and trust and honesty, yet other factors also contributed. These conditions played a significant role as to whether or not increased job satisfaction was experienced in the workplace. However, it is evident from the literature pertaining to the modern workplace that other factors, irrespective of the recruitment method utilised, influence employee job satisfaction (Qasim & Syed, 2012; Saeed et al., 2013; Saleem et al., 2013). The conditions will be briefly discussed below. Figure 5.2 serves as a visual representation of the intervening conditions.

Figure 5.2: Intervening conditions influencing job satisfaction

Firstly, it is evident that met expectations appear to have influenced the participants' job satisfaction. It is clear that having met expectations seem to have a positive influence on job satisfaction; in the sense that participants' initial expectations were met based on the fact that it was exactly how it played out in practice. It looked like this resulted in increased job satisfaction due to the fact that one knows exactly what the content of the job entails. Participant 9 made the above mentioned clear by stating that "Also with job satisfaction, if

you know what is expected, that would positively influence your satisfaction and make it easier to be satisfied since you know what is going to happen and what is expected from you. Your satisfaction will have an impact on your retention as well." Moreover, participant 10 contributed by mentioning that "Like I said, if it weren't for the expectations, the picture that was sketched during the interview and I have not met those expectations, I would not have had good expectations for myself out there and would have reached it the way that I did."

The above mentioned is aligned with what has been stated in the literature. Research implies that when applicants are exposed to an RJP, significantly higher levels of job satisfaction are experienced (Faller et al., 2009; Premack & Wanous, 1985). More specifically, the literature confirms that an RJP led to met expectations, whereas met expectations result in increased job satisfaction (Dugoni & Ilgen, 1981).

In addition, it is clear that in the case where a realistic picture was not sketched during the interview, the participants might have experienced frustration and uncertainty regarding what the job entails once in the position. This seems to have influenced job satisfaction in the sense that one cannot be satisfied within the job if there is no structure as to what the daily tasks of the job include. This is confirmed by what the literature states, as an RJP allowed participants to have higher levels of job satisfaction (Breaugh & Starke, 2000; Gill, 2007; Dugoni & Ilgen, 1981).

Secondly, the findings indicate that preparedness influenced the participants' job satisfaction in the sense that it seems to have resulted in increased job satisfaction. This is due to the fact that the initial sketched picture of what the job entails prepared participants fully as to what to expect once in the position. This is substantiated with what participant 6 mentioned "Another thing that contributes to the satisfaction is the meeting of expectations, because you don't find a surprise when you enter the job." In this instance, the participants felt it appear to have increased job satisfaction, as they did not experience any reality shock once in the position as well as the fact that it eliminated the fear of the unknown, as mentioned by participant 9 "If they didn't tell me what would have happened, everything would have been unsure with regards to job satisfaction."

The literature supports the above mentioned by revealing that if there is a mismatch between pre-employment expectations and the reality of the job after joining the organisation, job applicants might run the risk of experiencing reality shock (Morse & Popovich, 2009). In addition, Dickerson (2009) states that an RJP leads to an individual being fully prepared regarding the expectations and understanding of the particular job. In turn, Dickerson (2009) further emphasises that when a job applicant is completely prepared for what a day in the life of the job would be like, increased job satisfaction is likely to result.

Thirdly, it is clear that trust and honesty seems to have played a vital role in terms of the participants' job satisfaction. In the case where the participants received a realistic preview of what the job entailed, it appears to have allowed them to establish trust and honesty with the organisation. This is substantiated with what participant 2 mentioned "That makes me very happy. I think we all need to feel a sense of trust with the people that you work with, because if I don't feel that I can trust my boss to tell me the truth about a project or about a deadline or about a certain area in what we are doing new advanced technology research or just day-to-day engineering design, I will not feel like he is giving me an accurate picture of what is going on, like I am being deceived, there is no way that I would be happy with that. But now I have absolute trust in the organisation and I have absolute trust within the people I work with."

Trust and honesty was based on the fact that once in the position it was a true reflection of what the job entailed as explained initially. This in turn seems to have resulted in increased job satisfaction as the participants felt that they trusted the organisation, since the organisation was honest from the start. RJPs serve the function of allowing job applicants to establish trust and respect as organisations were upfront and honest (Adeyemi-Bello & Mulvaney, 1995). Participant 8 contributes to this statement by stating that "I am a very open and honest person so I value honesty and integrity a lot. So that day when they explained to me exactly what is going to happen, and I can honestly say that what they have said that day is a realistic outcome of how I experience my everyday tasks in my work environment with the people that help me, and yes I am satisfied at this moment because it is a true reflection of what they have told me."

Research implies that an RJP results in increased job satisfaction, due to the fact that the organisation was honest and truthful (Breaugh & Starke, 2000; Gill, 2007). The rationale behind this is that if an organisation is honest and upfront from the start and once applicants are in the position and it is a true reflection of what was initially sketched during recruitment – thus expectations are met, applicants or employees would experience increased job satisfaction as they trust the organisation (Breaugh & Starke, 2000; Gill, 2007).

In addition to this, regardless of the RJP, other factors further contributed to participants experiencing increased job satisfaction, namely growth opportunities and exposure as well as support and guidance received. The findings of the study show that growth opportunity and exposure did not result due to an RJP, yet these seem to be important contributing factors to the participants feeling satisfied in their positions.

From the findings, it is clear that if an organisation provides employees with the opportunity to grow and expand their knowledge within the organisation and more specifically within the job, it appears to result in increased job satisfaction. This is substantiated with what participant 1 mentioned "I enjoy what I do every day. They provide me with new opportunities, studying, and all those kinds of things. I am really happy in the current position that I am." Moreover, participant 5 contributed by stating that "Like I said, every so often we have meetings to discuss our plan for the six months ahead and they continue to try to develop us in all areas, technically, managerial, and all of that."

The participants indicated that they do not want to work for an organisation where there is limited opportunity for personal development and career growth. The findings revealed that job satisfaction seems to also be influenced in the sense when exposure is limited; the participants would become stuck regarding not having the opportunity of expanding their responsibilities and being able to climb the career ladder. This is substantiated with what participant 8 mentioned "I actually want to expand more. I want to become more familiar with coaching and I want to become more involved with job profiling. I am just scared that I may become bored so I would definitely want to be exposed to more because I know that I

can offer more as a person and I know there are more opportunities available at the company that I can be part of and be involved with."

According to the findings, the study found that in such circumstances they appear to become demotivated towards the job and unsatisfied in the job. The literature on RJPs makes no mention of growth opportunity and exposure. The reason for this is that participants felt that a realistic picture of the job has nothing to do with whether the company allows for personal development, career growth, receiving sufficient job-related exposure and expanding one's knowledge on a daily basis. However, the literature on RJPs indicates that an RJP seems to have a strong influence on job satisfaction, yet it does not alone determine job satisfaction (Dickerson, 2009; Raub & Streit, 2006).

Further, the participants indicated that support and guidance provided once in the position also has an influence on whether job satisfaction is experienced. The findings revealed that the above mentioned was not determined by an RJP. The reason for this is that if participants receive the necessary support and guidance during the job, which brings job satisfaction in itself. This is due to the fact that one is provided with the necessary support as to handle certain situations that might be encountered or work tasks that one needs guidance with. This results in increased job satisfaction as one has a good support system within the workplace. The above mentioned is substantiated with what participant 5 mentioned "My main expectation was that I wanted a job that challenges me, and every six months we have a meeting with our branch heads, individually, and you tell them what happened in the last six months, what were you happy with, what were you not. What are you expecting from the six months to come? I think that in itself bring your expectations. Every time there is a different expectation for the next six months and they try and help and assist you to make sure that you actually get to that point where you feel like, okay, they help me to get somewhere."

The literature on RJPs makes no reference to whether support and guidance contributes to increased job satisfaction, however, as mentioned previously, an RJP does not exclusively contribute to increased job satisfaction (Dickerson, 2009; Raub & Streit, 2006). Dickerson (2009) argues that the support provided by the employer, the triangulation

relationship within the experience, as well as the opportunity to reflect and synthesise on the working experience, contributes extremely to the value of the RJP.

From the above mentioned, it is obvious that participants seem to perceive an RJP positive since it allows them to have increased levels of job satisfaction. The reason for this is that an RJP enabled the participants to receive a balanced view regarding both positive and negative of the job and once they entered the job it was perceived exactly the way as initially sketched. The participants perceive an RJP as positive within South Africa as it seems to enable them to meet their initial expectations, to be fully prepared for the job, as well as establishing trust and honesty with the particular organisation. This ultimately appears to have led to increased job satisfaction. These findings are supported by the literature on RJPs in terms of leading to increased job satisfaction (Faller et al., 2009; Dickerson, 2009; Dugoni & Ilgen, 1981; Premack & Wanous, 1985; Raub & Streit, 2006; Suszko & Breaugh, 1986).

It is important to note that job satisfaction is not solely influenced by the recruitment method used (Qasim & Syed, 2012; Saeed et al., 2013; Saleem et al., 2013). These factors include, work environment, reward and remuneration, promotion, recognition for work, opportunity to experience personal growth and autonomy. From the above mentioned it is evident that the recruitment method used is only one of various factors contriubuting towards increased job satisfaction, however the recruitment method used seems to be regarded as a vital contributor of increased job satisfaction.

5.4. RETENTION

Overall, it is evident that participants appear to have positive perceptions of RJPs with regard to their retention levels. As from the findings, participants felt that they perceived RJPs as an appropriate recruitment method as it seems to have resulted in higher levels of retention. The above mentioned is substantiated with what participant 3 mentioned "Yes, most definitely. If you are in an interview and someone sketches this picture and makes you feel like this is the place you want to work, and then you start working there and then it is not the same thing, then obviously, when it comes down to retention, that will make you

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leave the firm even faster than if they actually told you a picture and that is exactly what it is when you join or even better, then once again when it comes down to retention, you would stay longer within the firm, you would stay there because that is what you like, that is what you expected, that is what you wanted."

The above mentioned is aligned with what has been stated in the literature. Research implies that if applicants are exposed to an RJP, generally these participants tend to experience higher retention in their job (Kupperschmidt, 2002; Meglino et al., 1993; Premack & Wanous, 1985). From the above mentioned, it is clear that there are consistencies between the literature and the findings of this study.

The study found that certain intervening conditions and other factors appear to have influenced the participants' retention. These conditions and factors played a significant role in determining whether or not the participants would like to remain with the organisation. However, it is apparent from the literature relating to the modern workplace that other factors, regardless of the recruitment method utilised, influence employee retention (Irshad, 2012; Prenda & Stahl, 2001; Sinha, 2012). A visual display of the intervening conditions from Figure 5.3.

Figure 5.3: Intervening conditions influencing retention

Firstly, met expectations as an intervening condition seems to have an influence on participants' retention levels. It is evident that an RJP appears to have yielded met expectations, whilst this resulted in increased retention. The reason for this is because when one enters the job and it is exactly the way it was pictured as in the interview, one would remain with the organisation, as this was exactly what one has signed up for. Participant 5 contributes to this by stating that "Like I said, I don't think I would have stayed

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in the company if my expectations were not met, because you can very easily go to another company where they might actually accommodate you in things that you feel that you need or you want to have and so forth. My retention level would have been totally lower."

The above mentioned is aligned with what has been stated in the literature. Research indicates that RJPs have a positive influence on retention in terms of leading to increased retention levels (Faller et al., 2009; Premack & Wanous, 1985; Reilly et al., 1979; Wanous, 1973). Moreover, Kupperschmidt (2002) confirms this, by stating that an RJP increases employee retention by means of fostering realistic job expectations.

Secondly, an RJP appears to have enabled some of the participants to self-select into an organisation. The reason for this is that during the interview, a realistic and truthful picture was sketched and hence the participants seem to have been in the position to self-select in or out of the job based on the offerings of the job. This might be that an RJP allowed the participants to determine whether or not the job is fit for their personal and career needs. This is substantiated with what participant 1 mentioned "The thing is if you do not get a realistic picture of what you need to do, I don't think you would be actually drawn to pursue that kind of career in your life."

In essence, the RJP seems to be perceived among participants as allowing them to make an informed decision of joining the organisation based on what the job entails. In this case, the participants appear to have self-selected into their respective jobs based on the fact that the offering of the organisation positively corresponded with their career aspirations and needs. This is aligned with what has been stated in the literature in the sense that an RJP permits job applicants to match their occupational needs with that of the actual job, and hence if applicants perceive a fit with the job and organisation, they are likely to self-select within the organisation (Bourgeois, 2003; Breaugh, 2008). Meglino et al. (1993), contributes to this by stating that an RJP tends to screen out individuals whose needs are not compatible with the demands of the job, or even when individuals are incompatible with the culture of the organisation (Meglino et al., 1993). This on the other hand is positive for the organisation as well, because it is able to select the most suitable candidate for the job (Adeyemi-Bello & Mulvaney, 1995).

Thirdly, it is clear that when the participants were exposed to an RJP, they seem to have had fewer thoughts of quitting. In the instance where a realistic picture of the job was outlined during the interview, it is apparent that the participants appear to have been more likely to remain with the firm after joining the company due to the fact that clear expectations were sketched and hence one was briefed on what to expect within the job. This is substantiated with what participant 9 mentioned "So if it is positive, which it was, it definitely influence me to stay on with the organisation, especially when it is continuously positive, because when negative things come in unexpectedly, it influences the retention, I would have left at a stage. If it stays positive then you would stay with the organisation."

The results imply that when receiving an RJP, participants indicated they seem to have fewer thoughts of quitting their job and the organisation, since no reality shock were experienced and the fear of the unknown was eliminated once they entered the position. Raub and Streit (2006) confirm the above mentioned by arguing that the larger the gap between the promises made during recruitment and what the newly hired employees experience during their first weeks and months on the job, the greater will be increased levels of frustration, dissatisfaction, and them being unproductive, which in the end may result in them quitting their jobs. In addition, the literature signifies that in the case where participants are exposed to an RJP, fewer thoughts of quitting and increased levels of retention exist (Faller et al., 2009; Meglino et al., 1993; Premack & Wanous, 1984; Wanous, 1973). Although the literature comes from various decades, it is evident that the findings are still consistent with one another as well as the findings obtained in this study.

In the instance where there are limited opportunities for growth and development within a company, it is evident that the participants seem to be prone to leave the organisation faster, since they get to a point where they become stuck not only within the job but also the organisation. This is due to the fact that one is not given opportunity to advance personal career needs, which contributes to increased retention. Moreover, it is evident that in the case where the participants experience a high degree of job exposure in the sense that they are getting the experience that one signed up for, increased retention are likely to be experienced. The literature agrees with the above mentioned. According to the literature, it should be noted that when an individual chooses an organisation, he/she is

engaged in a process that takes place over time, and therefore one single act does not determine whether a person leaves an organisation (Wanous, 1973).

From the above mentioned, it is apparent that the participants appear to perceive an RJP as leading to them experiencing increased levels of retention. The participants seem to perceive an RJP as positive within the South African context since it allows them to experience met expectations once in the job, the ability to self-select into a position, and fewer thoughts of quitting. These findings are consistent with what is stated by the literature in terms of the fact that RJPs results to higher levels of retention (Kupperschmidt, 2002; Meglino et al., 1993; Premack & Wanous, 1985). Based on this it is apparent that the findings of this study are consistent with the literature.

From the literature, it is crucial to note that retention does not solely depend on the recruitment method utilised (Irshad, 2012; Prenda & Stahl, 2001; Sinha, 2012). These factors include, employee recognition, communication, pay and benefits, employee motivation and support, flexible work schedule and career development systems. Based on this, it is apparent that the recruitment method utilised (RJPs) is only one of several factors contributing to increased retention experienced, however the recruitment practice utilised appears to play a vital role with regards employees experiencing increased retention.

5.5. INTEGRATION OF RESEARCH FINDINGS

It is evident that interrelatedness amongst the research findings exists and therefore they cannot be discussed independently. From the findings, it is apparent that the main themes – met expectations, job satisfaction and retention as well as various sub-themes, namely trust and honesty, preparedness and person-organisation fit, is dynamic and connected with one another. The existed interrelatedness became apparent during the data analysis phase conducted through Atlas.ti.

Based on the findings of this study, it is apparent that interrelatedness seems to have existed amongst the identified themes and sub-themes. An RJP appears to be perceived

as influencing participants' expectations, job satisfaction, and retention. The findings indicate that met expectations seem to be connected with both job satisfaction and retention. The reason for this was because if one knows what is expected from the job, it is easier to be satisfied and to remain with the organisation, since there is a clear understanding of the expectations of the job. Job satisfaction seems to be connected to met expectations in the sense that one cannot experience job satisfaction if there is no clear structure in terms of the expectations of the job and being satisfied with the expectations. On the other hand, if one has met expectations regarding the job, one might likely remain with the organisation since the initially sketched picture was and still is how it plays out in practice. There seem to be fewer thoughts of quitting, as there is a comprehensible understanding and clear expectations in terms of what is expected within one's role. In turn, retention is linked with met expectations based on the fact that one would stay with the company as long as their expectations are met to an acceptable level. The above mentioned is closely aligned with what has been stipulated in the literature. According to the literature, the provision of an RJP may result in applicants having their expectations met to a satisfactory level as there were realistic expectations of the job and the organisation, which in turn are likely to result in job satisfaction and retention (Breaugh & Starke, 2000; Gill, 2007).

The findings further signify that preparedness seems to influence both met expectations and job satisfaction. The reason for this is that the RJP appears to have enabled participants to be prepared for the new way of working. This looks like it resulted in met expectations, as the initially sketched picture was exactly the way it played out in practice. Moreover, job satisfaction seems to be influenced, the reason being that if one is prepared for the job and knows exactly what to expect from the job, satisfaction results, as there is no uncertainty involved. This connection links with what stands in the literature. Research emphasises that an RJP influences an individual's preparedness level towards an industry which in turn result in met expectations and increased job satisfaction (Breaugh & Starke, 2000; Dickerson, 2009; Gill, 2007).

The study further found that trust and honesty as a result of the RJP appears to be connected with met expectations, job satisfaction, and person-organisation fit. Trust and honesty in this sense focus on the fact that an organisation established trustworthiness in

terms of providing an honest and realistic picture regarding the content of the job. The findings indicate that trust and honesty seem to play a vital role in terms of met expectations and job satisfaction. This was because all participants appear to have valued trust and honesty to a high degree. As the organisation was honest and open about the job contents; their initially sketched expectations seem to have been met once in the job, as well as experiencing job satisfaction since the participants established trust with their respective organisations. The participants indicated that job satisfaction was and still is experienced as the organisation laid the foundation of always being upfront and honest. As a truthful and honest picture was initially given during recruitment, participants felt that the upfront openness of sharing both positive and negative information seem to have enabled them to make an informed decision in terms of whether they fit with the organisation or not and to pursue taking the career. According to the literature, the provision of an RJP results in applicants having met expectations and increased job satisfaction due to the fact that the organisation was honest and open during the recruitment process (Adeyemi-Bello & Mulvaney, 1995; Breaugh & Starke, 2000; Gill, 2007). However, no mention was made that trust and honesty is associated with person-organisation fit. The literature only stipulates that met expectations are associated with job satisfaction and retention, and hence the fact that trust and honesty influence person-organisation fit may be attributed to the fact that these constructs are interconnected with one another.

From the above mentioned it is evident that interrelatedness exists amongst the three main themes and various sub-themes. The reason for this is based on the fact that met expectations seem to be associated with both job satisfaction and retention (Breaugh & Starke, 2000; Gill, 2007). So in the situation where an RJP results in participants having met expectations, it appears to directly influence job satisfaction and retention in a positive light. Preparedness as a result of an RJP seems to be linked with met expectations and job satisfaction. The reason for this is that when receiving a realistic picture of what the job entails, one is prepared for the job when entering the position. This in turn appears to result in met expectations, as an honest picture was initially sketched which also filters down to increased job satisfaction, as there was and still is a clear understanding and full preparedness regarding the contents of the job. In addition, trust and honesty seem to be associated with met expectations, job satisfaction, and person-organisation fit. This interrelatedness comes about because people is seen as regarding honesty as a vital

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contribution in terms of trusting the organisation regarding promises made and being able to always rely on the company.

5.6. CONCLUSION

This chapter focused on discussing and integrating the findings of the study. Each of the main themes was briefly discussed with special reference to the intervening conditions that had an influence on the outcome of the findings, in conjunction with literature on RJPs. This was followed by a discussion regarding the interrelatedness that exists among the main themes as well as the various sub-themes. Chapter 6 will provide conclusions of this study as well as limitations and recommendations for this study.

CHAPTER 6: CONCLUSIONS LIMITATIONS AND RECOMMENDATIONS

6.1. INTRODUCTION

This is the concluding chapter, and the goal is to provide conclusions drawn from this study, with special reference to the achievement of the outlined research questions. In addition, this chapter discusses the limitations of the study and provides recommendations for the methodology, practice, and future research.

6.2. OVERVIEW OF THIS STUDY

This section serves to provide a holistic overview of the study. The content of this study was discussed in six separate chapters, whereas each chapter served a specific function to the research process. The following provides a summary of each chapter.

Chapter 1: Introduction

Chapter one focused on a discussion around the background of the study. It outlined the research problem and highlighted the research questions that guided the study. Further, a brief explanation followed in terms of the academic value and contribution of the study as well as the delimitations with regard to the context, constructs, and theoretical perspectives of the study. This chapter concludes with the defining key terms that were utilised throughout the study and a short outline of each chapter of the study.

Chapter 2: Literature review

Chapter two serves as a theoretical basis in order to review the existing body of knowledge that enabled to explore the research questions. This chapter provides an appraisal of relevant literature pertaining to an RJP as a recruitment method and it's appropriate in terms of the outcomes it yields. Particular reference is made to the

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background of employee recruitment, relevant definitions, and the how appropriate RJPs are as recruitment methods.

Chapter 3: Methodology

Chapter three goes on to describe the research method used for the purpose of this study. The research method is discussed in great detail, including the rationale for the selected methods that were utilised for this study. Special reference is made to the research design, the research sample, the sampling strategy to extract data from the population, the sample size, the data collection method that was used to gather data, the data analysis process, assessing and demonstrating quality and rigour of the study, as well as the ethical considerations that were taken into account for the purpose of this study.

Chapter 4: Research findings

Chapter four provides an overview of the research findings obtained throughout the study. This chapter presents the themes and sub-themes focused on during the data analysis phase pertaining to the research questions, including direct citations from the interviews in order to give depth to the study and to confirm the results gathered.

Chapter 5: Discussion

Chapter five focuses on interpreting the empirical results in relation to the research questions in order to create a holistic understanding of the obtained information. This chapter seeks to integrate the research findings of Chapter 4 with relevant literature on RJPs. In this chapter, the focus is on indicating the appropriateness of RJPs as recruitment method, in terms of how participants perceived RJPs with regard to expectations, job satisfaction, and retention.

Chapter 6: Conclusion, limitations, and recommendations

Finally, chapter six serves to provide an overview of the conclusions drawn from the gathered results. This is the concluding chapter that provides a brief summary on the

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participants' perceptions of RJPs within the modern workplace, including the degree to which the study has met its research objectives. Lastly, this chapter concludes with the limitations of the study as well as recommendations for the methodology, practice, and future research.

6.3. CONCLUSIONS

This section serves to outline the overall conclusions drawn for the purpose of this study. The research focused on providing answers to four research questions. The conclusions for each of these questions are addressed below:

6.3.1. Conclusions in terms of the first research question

The first research question explored what employees' perceptions are of RJPs with regard to their expectations within the South African context. The study found that participants seem to have positive perceptions of RJPs, since it allowed them to have their expectations met adequately once in the job. In addition, the findings revealed that there appears to be a time lapse associated with when expectations are met. This was because the participants' initially sketched expectations could only have been met once the necessary induction and training were undertaken as well as when feeling comfortable within the new workspace. Moreover, from the findings it is evident that certain intervening conditions seem to influence participants' met expectations, namely person-organisation fit, trust and honesty, and preparedness. These conditions appear to play a significant role in enabling the participants having their expectations met adequately regarding the content of the job after receiving an RJP. From the above mentioned study findings, it can be concluded that participants seem to have positive perceptions of RJPs as it yields met expectations, and hence they perceive it as an appropriate recruitment method.

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6.3.2. Conclusions in terms of the second research question

The second research question explored what employees' perceptions are of RJPs with regard to their job satisfaction within the South African context. Based on this study, it is evident that participants appear to have positive perceptions of RJPs, as it permitted them to experience increased levels of job satisfaction. The study found that three intervening conditions seem to influence job satisfaction among participants, namely met expectations, preparedness, and trust and honesty. These factors play a vital role with regard to the fact that increased job satisfaction was experienced.

Further, the findings indicated that other factors also seem to have contributed to participants experiencing higher levels of job satisfaction, namely the provision of growth opportunities and quality exposure received on the job, as well as support and guidance given by the organisation. These other factors did not result as a matter of an RJP. It is important to note that the support and guidance given to participants seem to contribute to the value of RJPs. From the above mentioned findings, it can be concluded that participants appear to have positive perceptions of RJPs as it yields increased job satisfaction, and hence they perceive it as an appropriate method for recruitment, regardless of the other factors. However, it is important to note that the recruitment method utilised does not alone influence job satisfaction (Qasim & Syed, 2012; Saeed et al., 2013; Saleem et al., 2013).

6.3.3. Conclusions in terms of the third research question

The third research question of this study explored what employees' perceptions are of RJPs with regard to their retention in the South African context. The findings of this study indicated that participants appear to have positive perceptions of RJPs, since it allowed them to experience increased levels of retention. From the study findings, it is clear that certain intervening conditions seem to have influenced increased retention among the participants, namely met expectations, self-selection, and thoughts of quitting. These factors play an important role as to whether increased job satisfaction was experienced

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Regardless of this, it is evident that other factors further seem to contribute to higher levels of retention. These factors include the provision of growth opportunities and development as well as the exposure received within the job. These factors as a matter of fact did not result from an RJP. From the above mentioned findings, it can be concluded that participants seem to have positive perceptions of RJPs as it yields higher levels of retention, and hence they perceive it as an appropriate recruitment method. Regardless of this, it is important to note that the recruitment method used does not alone influence retention levels (Irshad, 2012; Prenda & Stahl, 2001; Sinha, 2012).

6.3.4. Conclusions in terms of the main research question

The main research question of this study focused on comprehensively exploring the perceptions of employees on RJPs within the modern workplace. The first three research questions contributed in answering the overall research question. The study found that participants perceive RJPs to be positive as it seems to yield met expectations, increased job satisfaction, and higher levels of retention. From the above mentioned, it can be concluded that in answering the main research question of this study, participants appear to have overly positive perceptions of RJPs and hence perceive RJPs as an efficient and appropriate method to recruitment.

Throughout this study, interrelatedness amongst the three outlined themes as well as various other sub-themes seems to have existed. The study found that met expectations as a result of an RJP seems to be connected to job satisfaction and retention. With regard to the sub-themes, the findings illustrate that trustworthiness, as a result of organisations being honest during the interview, seems to be linked with met expectations, job satisfaction and person-organisation fit. Moreover, preparedness appears to relate with job satisfaction and retention. Based on the existing interrelatedness, it can be concluded that the three main constructs should not be explored in isolation.

Regardless of this, it is important to note that other constructs seem to be influenced by an RJP. These constructs include work adjustment, work engagement, role clarity and perceptions, organisational commitment, organisational attractiveness, turnover, interest

and self-efficacy. As this study only focused on met expectations, job satisfaction, and retention, an overall conclusion can thus not be drawn as to whether RJP is an appropriate recruitment method in terms of the broader picture.

6.4. LIMITATIONS OF THE STUDY

It is important to note the limitations which the study contained. According to Simon (2011), a limitation is defined as those factors that are generally beyond the control of the researcher, that might influence and affect the results of the study, including the interpretation of the findings. With reference to this study, various limitations have been identified. These focus on limitations regarding the literature and the methodology. Each of these will now be addressed.

6.4.1. Limitations regarding the literature review

It is important to acknowledge that there is a gap in terms of available literature addressing the appropriateness of RJPs from an employee perspective. Within the 1970s up until the 1990s an extensive amount of research was conducted on this topic however, limited research has been conducted within the 21st century addressing the same topic. Moreover, there is almost non-existent literature addressing employee perceptions on RJPs within the South African context. This lack of empirical evidence limited the researcher in terms of developing a theoretical relationship of RJPs and its appropriateness with regard to the intervening conditions of met expectations, job satisfaction, and retention.

6.4.2. Limitations regarding the research design

For the purpose of this study, a qualitative research approach was utilised. This poses a limitation, as I was actively involved in the study and passionate regarding the context of the study, hence the passion could have formed bias and led to the inability to see other explanations of what was taking place. In addition, a methodological limitation to this study

was based on the fact that individuals' perceptions were researched at a particular time which focused on the here and now, whereas a longitudinal approach was disregarded.

6.4.3. Limitations regarding the sampling method

With non-probability purposive sampling, the researcher utilised subjective judgements, and therefore researcher bias might have occurred. However, for this study clear criteria were utilised in terms of selecting participants. In addition, the limitation exists that it might be difficult for the researcher to defend the representativeness and appropriateness of the sample, therefore the information cannot be generalised to the entire population.

6.4.4. Limitations regarding the sample size and characteristics

One of the greatest limitations of this study is the fact that a small sample size (10 participants) was utilised. This means that the results were not able to be generalised towards the larger population from which the sample was drawn. Moreover, this study focused on a very particular target market, which included employees with at least a tertiary degree, aged between 21 and 50, currently employed by an organisation that utilises RJPs as recruitment methods, and with a particular focus on the South African context. Based on this, the findings obtained in this study cannot be generalised to other contexts and target markets in relation to the above mentioned.

6.5.   RECOMMENDATIONS

6.5.1. Methodological recommendations

The following recommendations are suggested in terms of the methodology:

- ♦ Future studies on the same topic should be conducted from a quantitative approach to research, since limited research on employee perceptions of RJPs follows this methodology. This will allow determination of the intervening conditions from a

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quantitative stance and thus whether a quanlitative approach yields similar results in terms of the intervening conditions of met expectations, job satisfaction, and retention.

♦ Furthermore, it is recommended that future research on the same topic is conducted by means of utilising a longitudinal research strategy.

♦ The outcomes of RJPs can be investigated by means of using an unstructured (open-ended) approach to data collection.

6.5.2. Practical recommendations

The following recommendations for practice are suggested:

♦ Organisations in the 21st century can use RJPs as recruitment methods to enhance organisational functioning in terms of attracting and retaining the best talent, as the success of an organisation depends strongly on a talented workforce.

♦ RJPs can enable organisations to decrease the amount of frustration, dissatisfaction and increase productivity, since an RJP allows bridging of the gap between the promises made during recruitment and what the newly hired employees experience during their first weeks and months on the job.

♦ Modern organisations can use RJPs as a strategy to select candidates with the right talent and values compared to that of the organisation. This will ensure high compatibility between applicants and the requirements of the organisation, resulting in organisations appointing the most suitable candidates.

♦ Job applicants can use this as a strategy to determine whether their needs are matched with the offerings of the job.

♦ It is recommended that modern organisations utilise RJPs as a strategy to initially prepare applicants on the job contents of a particular position.

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♦ Modern organisations can use an RJP as a strategy to limit quitting thoughts.

6.5.3. Recommendations for future research

The following recommendations for future research are suggested:

♦ It is recommended that future research on RJPs be extended to a specific company/industry that employs a realistic recruitment approach to determine the outcomes of industry or company specific variables.

♦ Further research should be conducted on how employees perceive RJPs and whether it yields met expectations, increased job satisfaction, and higher levels of retention however, this should be done from a quantitative stance.

♦ Since this study was conducted from an employee perspective, it is suggested that similar studies be conducted from an employer or management perspective.

♦ It is suggested that further comparative and explanatory research is done in terms of the appropriateness and outcomes of RJPs by focusing on both employers' and employees' perspectives.

6.6. CLOSING REMARKS

The dynamic nature of the modern workplace and its influences on modern HR practices is a concept that cannot be understated. The modern workplace has become a global village which is characterised as an ever changing environment involving extreme competition and rapid changes. Organisations are in a constant 'war for talent' to search for top resources to assist in achieving optimal success. As more and more talented employees enter the workplace, organisations are faced with the challenge to adopt the most appropriate recruitment method in order to attract and retain the best talent, as the success of an organisation solely depends on a talented workforce.

Within the modern workplace, a more realistic approach to recruitment can be preferred, which seems to be extremely positive and beneficial to both organisations and individuals. As organisations are challenged to adopt an appropriate recruitment method, it is important to take into consideration the benefits that RJPs pose. This method can move modern organisations from being successful to becoming a world class company.

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APPENDIX A

- Data collection instrument -

Interview questions

1. Do you have any questions that you would like to ask regarding the study or in general?

2. Tell me more about your qualifications?

3. What is your current job, including your job roles and responsibilities?

4. How long have you been working in that field? (How long have you been working for your current company).

5. When did you join the company?

6. Why did you explore new opportunities in your previous job? (Reasons why you resign your previous job).

7. How did you experience the interview process with your current organisation?

8. Were you provided with a realistic picture of the job and the organisation?

9. Did you receive accurate and realistic (both positive and negative) information on application for the position?

10. Tell me about your experiences in the organisation since you joined it? Positive or negative?

11. After joining the organisation, were your expectations met to a satisfactory level? (Based on the job and the organisation).

12. If yes, how long did it take?

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13. Explain to me why your expectations were met/not? (Would you attribute it towards the fact that you received realistic information before joining the organisation)?

14. Will you still say now that it still met your expectations?

15. After joining the organisation, were you satisfied with your decision? Please elaborate.

16. Are you satisfied with your current job responsibilities and opportunities? Please elaborate.

17. Would you attribute that to the realistic information you received?

18. Do you foresee that you will still have job satisfaction in two years from now? Please elaborate.

19. What are your future career goals and/or aspirations?

20. Are there opportunities within the organisation to satisfy your career goals/aspirations? Please elaborate (Was it because you received a realistic picture of the job and organisation).

21. Has the fact that you were informed about the organisation and the job, on the day of the interview, had any influence whatsoever on the way that you feel towards the organisation?
Why/Why not?

22. What do you think your reaction would have been had you not receive a realistic picture of the job and the organisation, prior to commencement?

23. Do you have any questions?

APPENDIX B

- Interview Schedule -

Interview Schedule

Introduction/Opening

- **Establishment of rapport**
    - The researcher established rapport with the participant by using a warm welcome to introduce oneself as well as a firm handshake.
    - The aim was to make the participant feel welcome and comfortable, as well as to get to know the participant as briefly as possible and within context (e.g. by asking how long the participant has been working in the particular company or what work he or she does).
    - Participants will be assured that their responses will remain anonymous.

- **Discussion of purpose**
    - The researcher explained to the participants that questioning regarding their understanding and perceptions of RJPs as well as their feelings regarding met expectations, job satisfaction and job survival or retention is necessary for the purpose of the study.
    - The participants were reassured that there are no 'wrong' or right answers as the aim is to gain insight on perceptions regarding the topic.

- **Discussion of motives of the study**
    - The researcher explained the purpose of the study and what the obtained data and findings were to be used for.
    - Furthermore, the consent of the participant was obtained before embarking on the main discussion, and the researcher asked the participants whether the interview data could be used for the purposes of the study.

- **Time line**
    - The researcher indicated the estimated duration of time that the interview would take and then asked if the participant would still be willing to take part in the interview.

TRANSITION: The researcher made a statement.

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Main discussion

- **Introductory background questions**
  - The researcher asked for a brief overview of the company and its business.
  - The researcher asked how long the particular participant had been working for Company X and what his/her roles and responsibilities were within the company.

- **General themes**
  - The following general questions/themes were raised during the interview:
    - General questions regarding their experience since joining the organisation.
    - Questions regarding met expectations.
    - Questions regarding job satisfaction.
    - Questions regarding job survival or retention.

Conclusion/Closing

- An overall perspective of the general theme was ascertained.
- Participants were given an opportunity to pose any questions if they had any.
- Participants were thanked for their time.

APPENDIX C

- CD including informed consent; interview transcriptions; data analysis; audio recording and language editing quality letter -