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COLLEGE OF TECHNOLOGY EDUCATION

ASSESSING HUMAN RESOURCES MANAGEMENT PRACTICES IN RECRUITMENT AND SELECTION - A CASE STUDY OF UNIVERSITY OF EDUCATION WINNEBA, COLLEGE OF TECHNOLOGY EDUCATION (COLTEK)

AKUMTALIBEY JONAS

2019

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A PROJECT REPORT PRESENTED TO THE DEPARTMENT OF MANAGEMENT STUDIES EDUCATION OF UNIVERSITY OF EDUCATION, WINNEBA, IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR) DEGREE.

2019

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DECLARATION

Candidate's Declaration

I hereby declare that this project work is the result of my own original research and that no part of it has been presented for another Degree in this University or elsewhere..

Name of student: **JONAS AKUMTALIBEY**

Candidate's Signature: …….. Date: …….

Supervisors Declaration

I hereby declare that the preparation of this project was supervised in according with guidelines on supervision of project work laid down by the Institution of Education, University of Education Winnaba.

Name: **AARON KUMAH**

Supervisor Signature: ……. Date: …….

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DEDICATION

I wish to dedicate this work to my later father Akumtalibey Amaakum. I also dedicate this work to my mother Anokiba Akumtalibey for her support and prayers.

I own much gratitude to my dear wife Lydia Adwoa Akumtalibey and my children Gifty Akumtalibey, Abishai Ayigitime Akumtalibey and Lemuel Akumtalibey for their support and prayers to the completion of this work.

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To God be the glory! I will first of all thank God Almighty for his guidance and protection upon me. My sincere gratitude goes to my parents for their support and prayers. My thanks also go to Mr. Aaron Kumah who took all the pains and time to make all the necessary correction in this work. I am grateful to all my friends and colleagues I met at the University.

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ABSTRACT

The main purpose of the study was to assess human resources management practices in recruitment and selection and how it impacts on organisational performance, using COLTEK as a case study. This study used survey research design. Quantitative research approach was used. The target population was the administrative staff of the College of Technology Education, Kumasi comprising of 150 staff. Random sampling method was used to select 108 respondents for the study. Questionnaire was the main instrument used to gather primary data. Data collected was analysed using the Statistical Package for Social Sciences (SPSS) version 20.0. Descriptive statistics (frequencies, percentages and mean) was used to answer the research questions. The data was presented using frequency and percentage tables. The study results indicated that the UEW-K had existing formal policy for recruitment and selection of workers. The methods for the recruitment and selection of COLTEK workers HR administrators include internet recruitment, radio advert, television advert, newspaper advert, professional association(s), employment agencies, employee referrals, recruitment from school, job fairs, job proofing, in-house (internal recruitment), initial job offers and the labour office. The top five(5) ranked, in the highest order includes, poor human resource planning, ineffective job analysis, competency level on the part of employee, cost of recruitment and selection of employees and poor working condition of workers. The study recommended that in situations of internal recruitment, the HR administrators should ensure that the job vacancy is communicated to all departments and divisions of the workplace, intranet, notice boards, newsletter, team meetings etc. and include communication to those on leave to recruit the right staff to occupy the vacant position.

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TABLE OF CONTENTS

CONTENTS **PAGES**

TITLE PAGE ……...i

DECLARATION.....ii

DEDICATION..... iii

ACKNOWLEDGEMENT.....iv

ABSTRACT.....v

TABLE OF CONTENTS vi

LIST OF TABLES.....ix

LIST OF FIGURES.....x

CHAPTER ONE: INTRODUCTION.....1

1.1 Background to the study.....1

1.2 Statement of the Problem.....5

1.3 Purpose of the study.....6

1.5 Research questions.....7

1.6 Significance of the study.....7

1.7 Limitations of the study.....7

1.8 Scope of the study.....8

1.9 Organisation of the study.....8

CHAPTER TWO: LITERATURE REVIEW.....9

2.1 The concept of recruitment and selection.....9

2.2 Recruitment and Selection Process.....13

University of Education,Winneba http://ir.uew.edu.gh

2.3 The Process of Recruitment 14

2.3.1 The Selection Decision 18

2.3.2 Recruiting sources/Methods 20

2.4 Challenges of recruitment and selection 24

2.5 The changing context of recruitment and selection decisions 31

2.6 Recruitment and selection practices and performance 36

2.7 Human Resource Development 37

2.7.1 Selection Process 39

2.7.2 40

2.7.2 Selection tests 40

2.7.3 Reference & background check 41

2.7.4 Interview 42

2.7.5 Physical Examination 42

2.7.6 Job Offer 43

CHAPTER THREE: METHODOLOGY 45

3.1 Research Design 45

3.2 The Study Area 46

3.3 Population of the Study 47

3.3. Sample Size and Sampling Procedures 47

3.4 Data Collection Instruments 47

3.6 Data Analysis 48

University of Education,Winneba http://ir.uew.edu.gh

CHAPTER FOUR: RESULTS OF THE STUDY.....49

4.2 Demographic Characteristics of Study Participants 49

4.3 Recruitment and Selection Policy.....50

4.4 Recruitment and selection Processes 51

4.5 The Effect of Recruitment and Selection on employees performance 54

4.6 The Challenges Associated with the Recruitment and Selection Practices of.....55

Table 4.5: The challenges associated with the rrecruitment and Selection ppractices of COLTEK.....55

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....59

5.1 Major Findings of the Study 59

5.2 Conclusion 60

5.3 Recommendations.....61

5.4 Suggestions for further studies.....62

REFERENCES.....63

APPENDIX.....67

University of Education,Winneba http://ir.uew.edu.gh

LIST OF TABLES

TABLES **PAGES**

4.1 Demographic Characteristics of Study Participants …….. 48

4.2 Availability of formal policy for the recruitment and selection of Employees ……....49

4.3 Recruitment and selection processes ……... 51

4.4 Selection Processes ……. 52

4.5: The challenges associated with the recruitment and Selection Practices of COLTEK. ……54

University of Education,Winneba http://ir.uew.edu.gh

LIST OF FIGURES

FIGURE **PAGE**

4.2: The Effect of Recruitment and Selection on

employees performance …….53

University of Education,Winneba http://ir.uew.edu.gh

CHAPTER ONE

INTRODUCTION

The main purpose of the study is to assess human resources management practices in recruitment and selection, using College of Technology Education, Kumasi (COLTEK) as a case study. This chapter contains the background to the study, statement of the problem, purpose of the study, specific objectives of the study, research questions, and significance of the study, scope of the study and organization of the rest of the study.

1.1 Background to the study

Recruitment and selection is a vital process for every successful organization because having the right staff improves and sustains organizational performance. The impact of an organization‟s selection system influence bottom-line business outcomes, such as productivity and financial performance a dream for any organization. In the operations of any organization, recruitment and selection is the major function of the human resource department and recruitment process is the first step towards creating the competitive strength of organizations. Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews and requires many resources and time. Accordingly, recruitment and selection are conceived as the processes by which organizations solicit, contact and recruit potential appointees, and then establish whether it would be appropriate to appoint any of them (Sisson, 2014).

Recruitment and selection are the two phases of the employment process but there is a difference between the two. The recruitment is the process of searching the candidates

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for employment and stimulating them to apply for jobs in the organization while selection involves the series of steps by which the candidates are screened for choosing the most suitable persons for vacant posts. Similarly, the basic purpose of recruitments is to create a talent pool of candidates to enable the selection of best candidates for the organization, by attracting more and more employees to apply in the organization whereas the basic purpose of selection process is to choose the right candidate to till the various positions in the organization. The recruitment process is immediately followed by the selection process, which is the final interviews and the decision making, conveying the choice of appointment formalities.

The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. In addition, the effectiveness of an organization's selection system can influence bottom-line or business outcomes, such as productivity and financial performance. Hence, investing in the development of a comprehensive and valid selection system is money well spent. Recruitment and Selection are vital processes for a successful organization, having the right staff can "improve and sustain organizational performance" (Petts, 2017).

Human Resource Management (HRM) as an organizational function focuses on effective and efficient utilization of the human resources through recruitment, management and providing direction to the employees to achieve organizational objectives. This indicates that HRM is responsible for attracting and selecting appropriate workforce, providing them with the training to enhance their capabilities, assessing their performance and rewarding them for their performance in achieving organizational goals (Opatha, 2010). Organizational objectives are dependent upon

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the productivity of employees as Stone (2015) highlights that HRM is concerned with the productive use of people in the organization to achieve desired objectives.

The effective use of HRM practices would not only enhance organizational performance but would also help in managing the human resources more effectively (Farnham, 2010). In order to accurately measure human resource practices, a number of HR functions may need to be evaluated. However, the importance and priority of such practices differ across firms depending upon their circumstances and resource availability. Reservations have been expressed about the concept of HRM by many academics mainly due to the fact that there is no universally agreed upon concept of HRM or the practices it involves. Researchers agree that bundle of mutually compatible HR practices have a positive effect on organizational performance (Farnham, 2010; Lengnick-Hall et al., 2009). The most widely used practices that are normally followed by firms are related to recruitment and selection, training and development, performance evaluation and compensation (Dessler, 2008; Fisher, Schoenfeldt, & Shaw, 2016).

Moreover, the key to survive in today's business is to properly manage the human resources of the company. The efficiency of a firm (Huselid, 2015; Terpstra & Rozell, 2013) and its capability to construct a sustainable advantage to compete (Pfeffer, 2014; Prahalad, 2013) may depend upon whether the practices related to HRM are successfully and properly implemented (Jackson et al., 2013; Adnan & Izzat, 2012). A company's human potentials are very hard to duplicate than duplicating equipment, plant and any product (Flanagan & Despanade, 2016). Accordingly, existence of a company in the industry may depend upon the well-being

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of its employees. The research shows that insufficient and inadequate management of employees in a company has ensued in high turnover rates and low productivity (Mathis & Jackson, 2011) and is an important cause of business failure (McEvoy, 2014).

The generic purpose of HRM is to generate and retain an appropriate and contended workforce who gives the maximum contribution to the organizational success (Opatha, 2010). Therefore, a motivated, highly qualified and happy staff is the main factor for the success of firms. And also, an effective HRM system helps organization attract and hire suitably qualified people and keep their knowledge, skills and attitudes updated. Therefore, they become capable of performing what they are supposed to perform. On the other hand, an effective HRM system helps the organization to retain a contended work force. It means that the HRM system helps keep employees motivated (Lockwood, 2007). A motivated workforce brings many benefits to the firm. For example, if the work force is happy, they always give their maximum contribution to the organization by means of producing quality products or services. If the product or service is good in terms of its quality, customers buy these products or service and are satisfied. Services lead to co-creation of value based on the competencies of the company and customers (Vargo & Lusch, 2008).

A long-term and sustainable competitive advantage can be attained through customer service yielding customer satisfaction (Gebauer *et al.,* 2011). In the short run, it will be difficult to duplicate this service, and will be surpassed by the competitors. Any good service cannot reach quickly; it may take months of investing in training and sincere dedication to accomplish it. Better interactions are provided by

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employees to the customers when they are well satisfied with the firm. Drawing upon these findings, it is intuitive to understand that employees play a crucial part in their organizations and are able to decide even the fate of the organization. Therefore, the organization should ensure that they have got the right people with right skills at the right time for the right jobs in right numbers. In order to fulfill these requirements, the intensification of recruitment and selection function of the business has a lot to do with. This study therefore would assess human resources management practices in recruitment and selection at COLTEK.

1.2 Statement of the Problem

In recent years, there has been increase in the rate of business failure, closure and at best low productivity and in most cases; it was due to low level of organizational performance. To explain the situation, various factors have been looked into including competitive strategy in an organization. Despite the conflict between the stakeholders and the employee, the personnel have crucial roles to play in ensuring the resolution of impending conflicts between the management and the employees for the achievement of goals and objectives of the organization. Unfortunately, some organizations pay more attention on factors like money incentives, and/or physiological factors without giving much attention to the recruitment and selection of work force.

The researcher observed that the performance output of employees of the college of technology education is of prime concern to the COLTEK Administration as it affects productivity and the development of the University. Importantly, some of the employees who are not able to improve and adjust to their new working environment resign leading to employee turnover and this affects the organization in terms of

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cost and productivity. The success of organizations in this modern business environment depends on the calibre of the manpower that steers the day to day affairs of the organizations. The process of recruiting and selecting all categories of employees into both private and public companies has been a matter of concern to many and needs attention. Even though it is the wish of every organization to attract the best human resource in order to channel their collective effort into excellent performances, unconventional selection practices can mar any business plan. Managing people is a definite challenge both at strategic or even organizational levels. Thus, human resources are well managed and developed in alignment with the organizational goals and strategies. It has been observed that for any organization to achieve its stated objectives and goals there is the need for management to put in place policies or strategies that will help attract the best of employees to strive towards the achievement of organizational objectives.

1.3 Purpose of the study

The main purpose of the study is to assess human resources management practices in recruitment and selection and how it impacts on organisational performance, using COLTEK as a case study. However, the specific objectives that was used for the study are:

1. To assess the recruitment and selection policies of COLTEK.
2. To evaluate the recruitment and selection processes used to recruit the employees at COLTEK.
3. To identify the challenges associated with the recruitment and selection practices of COLTEK.

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1.5 Research questions

The following research questions would be used for the study;

1. What are the recruitment and selection policies of College of technology education?
2. What are the recruitment and selection processes to recruit employees at COLTEK?
3. What are the challenges associated with the recruitment and selection practices of COLTEK?

1.6 Significance of the study

The main purpose of the study is to assess the human resources management practices in recruitment and selection at COLTEK. A study of this nature would help COLTEK and other tertiary institutions to adopt measures in the context of human resource planning and development in relation to recruitment and selection. The study is very significant because it will add to the existing literature or the research has added to the stock of books and works already written on human resource planning and development. It will also be beneficial to the academic community and decision makers who deal directly with the human resources practices in recruitment and selection and to make meaningful proposals and suggestion to improve the university human resources base.

1.7 Limitations of the study

Data collection was a daunting task as a consequence of the busy nature of some employees and their supervisors. Some respondents misplaced their questionnaires

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many times that needed replacement. Respondents were prompted many times before releasing the answered questionnaires to the researcher.

1.8 Scope of the study

The main purpose of the study is to assess human resources management practices in recruitment and selection, using COLTEK as case study. The study would be geographically defined to the Kumasi Metropolis. Moreover, the study would conceptually bounded to human resources management practices in recruitment and selection.

1.9 Organisation of the study

The study will be organized in five Chapters. The first chapter which is the introduction will cover the background of the study, problem statement, objectives of the study, research questions, significance of the study, as well as the scope and limitations of the study. This will be followed by Chapter Two which would review extensive related theoretical and empirical literature on the subject matter. Chapter Three will look at the methodology of the research which comprises the research design, the research population, sample and sampling technique. It will also consider the sources of data and data collection instruments, methods of data collection and analysis. Chapter Four will be dedicated to data analysis, findings and discussions. Finally, Chapter Five will deal with a summary of the study, conclusions drawn from the findings and recommendations of the study and suggestion.

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CHAPTER TWO

LITERATURE REVIEW

The main purpose of the study is to assess human resources management practices in recruitment and selection and how it's impacts on organisational performance, using COLTEK as a case study. The chapter covered literature in respect of the theoretical concepts and empirical reviews such as recruitment and selection process, the process of recruitment the selection decision, recruiting sources /methods, challenges of recruitment and selection, the changing context of recruitment and selection decisions , recruitment and selection practices and performance human resource development.

2.1 The concept of recruitment and selection

The effective recruitment and selection of employees is a fundamental human resources management activity, one that if managed well can have a significant impact on organisational performance as well as lead to a more positive organisational image (Pilbeam, Corbridge 2006, In: Evans et al. 2007). Ineffective recruitment has a number of cost implications for employers: low morale which can affect employee performance; lost business opportunities, as well as higher levels of labour turmover. Recruitment and selection also has an important role to play in ensuring worker performance and positive organisational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2009).

Getting recruitment and selection processes and techniques right the first time is crucial and is the product of: 1) knowing what you want and where to get it (human resource planning); 2) being able to specify the required skills, attitudes, interpersonal skills (job

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design) to perform the job; 3) providing appropriate challenges, development, rewards and opportunities (human resource development, remuneration systems, career and succession plans) to satisfy and motivate qualified applicants (Compton, Morissey, Nankervis 2014).

Recruitment and selection is characterised finally by potential difficulties and it is necessary to keep abreast of developments in research in the field. Research from the CIPD (2009, In: Compton, Morrissey, Nankervis 2014)) for example, concluded that organisations should increasingly be inclusive in their employment offering as younger generations have grown up with the notion of flexible working, while older people have an interest in flexible working as an alternative to retirement. This is just one example of how current research can inform practice and also shows the critical importance of the social context in which recruitment and selection takes place. To Ongori (2010), recruitment and selection practices are the key factors to the entry point of human resources to any organization which also tends to determine the success and sustainability.

According to Costello (2016) recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests. In other words, the recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies. Successful recruitment begins with proper employment planning and forecasting. In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on

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an analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expanded to attract and retain such talent. Also related to the success of a recruitment process are the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources. Organizations seeking recruits for base-level entry positions often require minimum qualifications and experiences. These applicants are usually recent high school or University/technical college graduates many of whom have not yet made clear decisions about future careers or are contemplating engaging in advanced academic activity. At the middle levels, senior administrative, technical and junior executive positions are often filled internally. The push for scarce, high-quality talent, often recruited from external sources, has usually been at the senior executive levels. Most organizations utilize both mechanisms to effect recruitment to all levels.

The focus of recruitment and selection according to Montgomery (2016) is on matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job. Jovanovic (2014) said recruitment is a process of attracting a pool of high quality applicants so as to select the best among them. For this reason, top performing companies devoted considerable resources and energy to creating high quality selection systems. Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success (Jovanovic, 2014). Due to the fact that organizations are always fortified by information technology to be more competitive, it is natural to also consider utilizing this technology to re-organize the traditional recruitment and selection process through proper decision techniques, with that both the effectiveness and the efficiency of the processes can be increased and the quality of the recruitment and selection

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decision improved. A human resource information system is a system exploited to acquire, store, manipulate, analyse, retrieve, and distribute relevant information regarding an organization's human resources (Huselid, 2015). The purpose of the system is to support human resource services from the strategic level down to the tactical and operational levels. Many decision- making problems, including recruitment and selection, are herein involved. The system facilitates automated or computerized procedures to solve the problems, and is of vital importance as an aggressive tool in the information age.

Researchers indicate that effective recruitment practices and policies enable boards to find the best candidate for their organization. The personnel function becomes especially important when recruiting and selecting new administrators. A critical role for human resource management is how to elicit positive reactions from candidates when discussing administrative roles. When opportunities are presented to employees to move towards careers in administration (i.e., tapping shoulders of potential candidates), often a negative reaction occurs. People without administrative experiences have negative perceptions and views of the role of the administrator. In attempts to attract and support individuals to the administrator's position it is necessary to identify what barriers prevent potential candidates from applying to the pool. Job complexity and workload are perceived by employees as the two considerations having had the greatest impact on the number of applicants for administrative positions. Other factors include poor remuneration as it relates to demands and expectations of the job and lack of resources and support structures in. Many highly qualified, competent, and talented employees dismiss careers in administration because they do not want to sit in an office all day. Until some

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alternative image is understood, or at least some support and resources put in place, a problem of pre- screening and identification will not likely improve (Mullins, 1999).

2.2 Recruitment and Selection Process

Recruitment and selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of workers. It frequently forms an important part of the work of human resource managers – or designated specialists within work organizations. However, and importantly, recruitment and selection decisions are often for good reason taken by non-specialists, by the line managers. There is, therefore, an important sense in which it is the responsibility of all managers, and where human resource departments exist, it may be that HR managers play more of a supporting advisory role to those people who will supervise or in other ways work with the new employee.

Recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Dessler, 2010). Recruitment and selection is a topical area. While it has always had the capacity to form a key part of the process of managing and leading people as a routine part of organizational life, it is suggested here that recruitment and selection has become ever more important as organizations increasingly regard their workforce as a source of competitive advantage. Of course, not all employers engage with this proposition even at the rhetorical level. However, there is evidence of increased interest in the utilization of employee selection methods which are valid, reliable and fair.

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Mullins (1999) indicated that to be a high performing organization, human resource management must be able to assist the organization to place the right person in the right job. The human resource management practices include recruitment, selection, placement, evaluation, training and development, compensation and benefits, and retention of the employees of an organization. Businesses have developed human resource information systems that support: (i) recruitment, selection, and hiring, (ii) job placement, (iii) performance appraisals, (iv) employee benefits analysis, (v) training and development, and (vi) health, safety, and security. The first few activities of human resource management are recruiting and selecting which deal with the actions concerned, and the recruiting is also less frequently alerted in human resource information system recently. Besides, e-recruitment on the web being the current trend for the recruitment and selection processes can further distinguish many activities of the processes. Dessler (2010) lists the essence of these in the following; build a pool of candidates for the job, have the applicants fill out application forms, utilize various selection techniques to identify viable job candidates, send one or more viable job candidates to their supervisor, have the candidate(s) go through selection interviews, and determine to which candidate(s) an offer should be made.

2.3 The Process of Recruitment

Odiorne (2014) indicated that the quality of new recruits depends upon an organization's recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the calibre of candidates attracted. Indeed Smith et al. (2009) argue that the more effectively the recruitment stage is carried out, the less important the actual selection process becomes. When an organization makes the decision to fill an existing vacancy through recruitment, the first stage in the process involves conducting a

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comprehensive job analysis. This may already have been conducted through the human resource planning process, particularly where recruitment is a relatively frequent occurrence. Once a job analysis has been conducted, the organization has a clear indication of the particular requirements of the job, where that job fits into the overall organization structure, and can then begin the process of recruitment to attract suitable candidates for the particular vacancy.

According to Odiorne, (2014) one result of effective recruitment and selection is reduced labour turnover and good employee morale. Recruiting ineffectively is costly, since poor recruits may perform badly and/or leave their employment, thus requiring further recruitment. In a cross national study of recruitment practices, suggests that, in reality, recruitment practices involve little or no attempt to validate practices. Personnel managers tend to rely on feedback from line managers and probationary periods and disciplinary procedures to weed out mistakes. Firms with high quit rates live with them and tend to build them into their recruitment practices and they do not analyze the constitution of their labour turnover.

A number of recent studies have suggested that some recruitment methods are more effective than others in terms of the value of the employees recruited. Miyake, (2012), indicated that while advertising is usual for job vacancies, applicants were sometimes recruited by word of mouth, through existing employees. Besides being cheaper, the "grapevine" finds employees who stay longer (low voluntary turnover) and who are less likely to be dismissed (low involuntary turnover). People recruited by word of mouth stay longer because they have a clearer idea of what the job really involves. Miyake, (2012) reviewed five studies in which average labour turnover of those recruited by advertising

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was 51 per cent. The labour turnover for spontaneous applicants was 37 per cent and turnover for applicants recommended by existing employees was 30 per cent. One hypothesis proposed to account for this was the "better information" hypothesis. It was argued that people who were suggested by other employees were better and more realistically informed about the job than those who applied through newspapers and agencies. Thus, they were in a better position to assess their own suitability. Better informed candidates are likely to have a more realistic view of the job, culture of the organization and job prospects. Burack, (2015) argues that recruitment sources are significantly linked to differences in employee performance, turnover, satisfaction and organizational commitment. In a survey of 201 large US companies, Burack asked respondents to rate the effectiveness of nine recruitment sources in yielding high-quality, high-performing employees. The three top ranked sources were employee referrals, college recruiting and executive search firms. However, Burack, (2015) cautions that, while these general results are useful, there is a need for greater internal analysis of the relative quality of recruits yielded by different sources.

In a study assessing the recruitment of new graduates, Kersley et al (2007) reiterated the anticipatory socialization stage for students planning to enter professions, and in particular the effects of recruitment and selection experiences on career expectations and orientation. They agreed that the nature of students' job search activity, the possession of relevant work experience, and exposure to employers through recruitment and selection activities may form part of the "evolving sequence of a person's work experiences" which contributes to anticipatory socialization. It has been argued that exposure to employers through recruitment and selection is a social process where employers and potential employees gradually perceive a match. Through job search

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activities and awareness of employers' recruitment literature and events, students gather information about organization's goals, values, and climate and work practices to guide their ultimate decision. Exposure to selection procedures provides information about the culture and attributes of an organization, and candidates form judgments from their perceptions of the fairness of the selection methods used.

Delery and Doty (2016), argued that providing students with greater awareness of employment opportunities, and equipping them with the ability to be proactive in approaching potential employers, will lead to more effective career self-management and selection processes. There is also evidence that employers prefer graduates with a broader range of skills than just academic knowledge and greater appreciation of business needs both of which can be gained through work experience and awareness of employers' recruitment and selection procedures. Using a sample of students in two traditional and one emerging profession (law, accountancy and human resource Management), the study examined the extent of career-related pre-employment work, recruitment and selection experiences and the relationship between these experiences and career expectations. The focus on professions reflects the expectation that anticipatory socialization is likely to be greater amongst these students.

Although most students in their final years of university training will have had some contact with potential employers, students in dedicated professional courses are likely to be provided with information earlier in their training about potential employment in the profession. This is partly because of the prescribed nature of the degree, the mandatory post-degree training required for membership of the professional institute, unlike the problems identified in general degree courses, because lecturers are likely to have closer

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ties to the practicing profession. Students in traditional professions, therefore, are exposed earlier to the values of the profession, such as a commitment to client service and a professional code of conduct. The mandatory nature of this training also makes it likely that such a socialization process persists despite idiosyncratic events within a profession; for example, recent concerns with corporate governance within accountancy which may have adversely affected the attractiveness of the profession for students and hence may impact recruitment into the profession (Burack , 2015).

2.3.1 The Selection Decision

While the calibre of candidate is determined by the value of the recruitment process, the selection decision remains a difficult one. Gould, (2014) argues that most mistakes are caused by the fact that managers generally give little thought to the critical nature of the decisions. Employers are surprised and disappointed when an appointment fails, and often the person appointed is blamed rather than recognizing the weaknesses in the process and methodology, even the soundest of techniques and best practice (in selection) contain scope for error. Some of this is due to the methods themselves, but the main source is the frailty of the human decision makers.

Selection tools available to organizations can be characterized along a continuum that ranges from the more traditional methods of interviews, application forms and references, through to the more sophisticated techniques that encapsulate biographical data, aptitude tests, assessment centres, work samples, psychological testing, and so forth. Each method of selection has its advantages and disadvantages and comparing their rival claims involves comparing each method's merit and psychometric properties. The

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degree to which a selection technique is perceived as effective and perhaps sophisticated is determined by its reliability and validity. In a comparison of personnel selection practices in seven European countries explored the utilization of a range of established selection methods. They reported a general trend towards structured interviews in all countries and, while the general validity and acceptability of methods such as work samples, group exercises and assessment centres were widely recognized, reported usage of these methods was infrequent (Miyake, 2012).

Clear differences in the frequency of the use of several selection methods did emerge from the study which reported, among others, the very high take-up of references and assessment centres in both the UK and Germany, the high, almost exclusive, frequency of graphology in France, and the limited use of testing and biographical inventories amongst all respondents. In his study of recruitment and selection practices in the USA, Burton (2011) found that approximately 25 per cent of respondent organizations conducted validation studies on their selection methods. Furthermore, in a rating of various selection methods, those perceived to be above average in their ability to predict employees' job performance included work samples, references/recommendations, unstructured interviews, structured interviews and assessment centres. Cran (2015) suggests that developments in the realm of selection lend some support to those who propound the HRM thesis, where a key feature has been the increase in testing designed explicitly to assess behavioral and attitudinal characteristics. He further indicates that the extent to which these more sophisticated and systematic approaches can be, and are, deployed, depends to a large degree, on sectoral circumstances and on the wider employment- management policies being pursued.

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2.3.2 Recruiting sources/Methods

Researchers face many decisions when selecting recruitment methods. Issues to consider include the type of sample (random or convenience), cost, ease, participant time demands (e.g., total time, days of week, and time of day), and efficiency (e.g., staff hours per recruited participant). Researchers have a number of methods from which to choose, including advertising, direct mail, and telephone. Advertising can be used both to publicize a study and to recruit participants. Recruitment via advertising has the advantages of low cost and convenience, but the samples are non-random and often highly motivated, and youth may be especially hard to reach this way. Recruitment via mail is also low in cost and convenient, but youth are difficult to reach by mail and return rates tend to be low. An added problem with mail requests or surveys is that one can never be certain who completed the request/survey (Armstrong, 2011). Institutions or events (such as medical offices, schools, community sports organizations, health fairs, community events, and churches) often are used as a setting for recruitment. Schools present a promising avenue for the recruitment and assessment of youth. Their primary advantage is that they house a large number of children in one place and present a captive audience, although parental consent usually is still required. However, recruitment of participants from schools may meet resistance from school administrations for political or practical reasons.

Additionally, recruitment at schools may not achieve the goal of sample representativeness as student characteristics vary between different types of schools (e.g., private vs. public) and between schools in different neighborhoods. Recruitment at schools may not be appropriate in studies having a family or neighborhood context, requiring a greater dispersal of participants from a larger area, or focusing on data

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collection in the home. Door-to-door recruitment is another option. For large studies, this recruitment method can be costly in terms of staff time and travel expenses, and it is difficult to assure that recruiters randomly sample homes. Despite these concerns, door-to-door recruitment may be a necessary recruitment strategy for certain potential participants (e.g., those who do not have a residential phone) (French, 2012).

Telephone recruitment has an important advantage over these methods in that it can be used, in a fairly straightforward way, to randomly select respondents from the larger population. The telephone provides a relatively low-cost, effective means of contacting many households, as is often required for large-scale etiological research, and of making a quick determination of eligibility and willingness to participate in the study. Disadvantages of the telephone method include its limitation to households with telephones, the problems of missing or changed phone numbers, challenges presented by technology (such as answering machines or caller ID) that complicate the ability to reach people, and relatively easy refusal or termination of the conversation by unwilling respondents. Perhaps the largest problem with telephone contact methods involves rates of non-response. Kaplan and Norton (2014) found that the number of people who refused to provide screening information tended to be higher by telephone than in person. However, refusals over the telephone tend to be less likely than with mailed surveys (Kelly, 2016).

It should be noted that telephone methods can be used not only for recruitment, but also for data collection. Recent advances in telephone survey methodology have made telephone recruitment and surveying an increasingly attractive option in many research fields (Kaplan & Norton, 2014). Random digit dialing, which involves calling numbers

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completely at random (since the digits are randomized), is used mostly in household survey research. Other systems, such as computer- assisted telephone interview programs, are used in marketing research and can be adapted for telephone recruiting and data collection in studies requiring specific samples. Working from an appropriate database of phone listings, the system, computer-assisted telephone interview can be used to select and queue numbers randomly, set specific quotas on key respondent variables (e.g., age, sex), and keep track of interviewer productivity and call outcomes.

Job posting refers to the practice of publicizing an open job to employees (often by literally posting it on bulletin boards) and listing its attributes, such as criteria of knowledge, qualification, skill and experience. The purpose of posting vacancies is to bring to the attention of all interested persons (inside or out of the organization) the jobs that are to be filled. An organization needs to analyze the benefits and disadvantages of recruiting its personnel through internal or external sources and, where the latter is selected, whether formal or informal systems should be used.

There are sound reasons for recruiting from sources within the organization:

- The ability of the recruit is known so it is easy to assess potential for the next level. By contrast, assessments of external recruits are based on less reliable sources, such as references, and relatively brief encounters, such as interviews.
- "Insiders" know the organization, its strengths and weaknesses, its culture and, most of all, its people.
- Promotions from within build motivation and a sense of commitment to the organization.

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- Skilled and ambitious employees are more likely to become involved in developmental activities if they believe that these activities will lead to promotion.
- Internal recruitment is cheaper and quicker than advertising in various media and interviewing

At the same time, several disadvantages exist:

- Sometimes it is difficult to find the "right" candidate within and the organization may settle for an employee who possesses a less than ideal mix of competencies.
- If the vacancies are being caused by rapid expansion of the organization there may be an insufficient supply of qualified individuals above the entry level. This may result in people being promoted before they are ready, or not being allowed to stay in a position long enough to learn how to do the job well.
- Infighting, inbreeding, and a shortage of varied perspectives and interests may reduce organizational flexibility and growth, and resistance to change by those who have an interest in maintaining the status quo may present long term problems.
- In times of rapid growth and during transitions, the organization may promote from within into managerial positions, regardless of the qualifications of incumbents. Transition activities and rapid organizational growth often mask managerial deficiencies; it is not until the growth rate slows that the deficiencies become apparent and, then, the organization finds it difficult, if not impossible, to undo the damage. The resulting cost of remedial training can prove prohibitive. Recruitment procedures need not be limited to one method. It is possible and often desirable to combine methods to enhance the recruitment success of a particular project. For example, use of focus groups and pilot studies that involve the

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community and pre-recruitment publicity can lead to higher rates of consent (Drucker, 2009).

From the above, the sources of recruitment and selection are through advertising, via the internet and so forth. However recruitment and selection is faced with lots of challenges.

2.4 Challenges of recruitment and selection

According to Kaplan and Norton, (2014), a common problem in recruitment and selection is poor HR planning. Rigorous HR planning translates business strategies into specific HRM policies and practices. This is particularly so with recruitment and selection policies and practices. The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labour market are important in recruiting and deploying appropriate employees at the right time. Past research shows that the competency level of HR managers has a major influence on recruitment and selection and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of the applicants. Moreover, effective recruitment and selection is possible only if there is a dedicated and competent HR team (Kaplan and Norton, 2014).

In the strategy implementation phase, the extent of recruitment and selection strategic integration can be gauged through four distinctive indicators. These indicators are: the timely supply of an adequately qualified workforce, effective job analysis and descriptions, effective selection, and the involvement of line managers in the recruitment and selection practices. A key source of uncertainty in the business strategy

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implementation is whether there is a timely supply of adequate qualified people, and to a great extent this uncertainty involves the quality of employees. For instance, a firm might decide to leverage a different human capital pool in terms of skills and education level than its rival firms as a competitive strategy even within the same industry to develop specific capabilities or to develop a HR process advantage. An organization can successfully eliminate this uncertainty if its recruitment and selection policies and practices are strategically integrated with business (Whitmell Associates, 2014).

Effectively conducting job analysis and targeting right potential candidates ensures a good match between applicants and the jobs. Argument has been given that under qualified employees may not able to effectively perform their job positions due to lack of knowledge and competencies, while on the other hand over qualified employees tend to experience less job satisfaction due to their higher qualification than a desired level for a given job. For every job in the organization, a thorough job analysis, which includes job description and job specifications, is necessary and based on this, an appropriate selection criteria is vital. The job description provides indications of the duties to be undertaken, and the job specification usually prescribes relevant personal qualities and attitudes as well as skills and knowledge required for the job (Johnston, 2009).

A range of methods, such as application forms, interviews, formal tests, references, assessment centres and official transcripts are used by firms in the selection process. A firm needs to choose a method that is most appropriate to the job positions. HR experts generally drive the staffing process and the purpose of the staffing is to fulfill the requirements of business, and the skill levels presented by each new recruit is likely to

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be judged better if the line managers are involved in the recruitment and selection process. (Dess and Jason, 2011) suggest that in business strategy implementation the involvement of line managers in the entire staffing process (i.e., drafting of job descriptions, setting selection criteria and being on the panel of recruitment) is vital for ensuring recruitment and selection to meet business needs. In other words, the line managers are the owner of the recruitment and selection process along with HR playing a facilitator role.

Scholars have argued that other key issues and controversies run through analyses of human resource management and recruitment and selection: efficiency, control, and the difficulty of orienting practice towards social justice are often cited. The first two problematic, as (Burton, 2011) notes have been central to the management of people for as long as managers have been present in organizations. The latter is also common across all organizations, but is a particular academic and policy concern for smaller or growing organizations (Burton, 2011). In recruitment and selection practice the construction of formalized selection frameworks and norms of acceptable discrimination may be seen as an attempt to enable managers to navigate between efficiency, control and social justice. In their advice on how to achieve the perfect fit of person, organization and job, they argue that selecting on the basis of managerial opinion is 'utterly unscientific and unreliable and that managers are 'liable to be turned this way and that by the most inconsequential of considerations'. In place of this unsatisfactory state of affairs, these authors propose that physiognomy and the physical self-provide the key to 'unlocking the inner secrets' of the individual seeking employment, and therefore should inform the selection process.

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Managers are advised to assess nose, forehead, chin, habitual facial expression, digestion, skin texture, and elasticity of muscle as found in Blackford and Newcomb, 1914 early people management textbook. The underlying philosophy of this process is that everything about man indicates his character and as much information as possible should be collected to inform a decision - their list also includes religious belief and marital status. Taking heredity and environment as bases for granting or denying access to an organization and job is now legally unacceptable. The argument presented by Blackford and Newcomb (2012), particularly in relation to skin, colour and its predictive properties, could be seen as a product of its time and place. However, it is important to note that the study is based on what was then seen as a sound scientific set of ideas and tests, which proved the premises underlying the suggested practice.

Recruitment may be conducted internally through the promotion and transfer of existing personnel or through referrals, by current staff members, of friends and family members. Where internal recruitment is the chosen method of filling vacancies, job openings can be advertised by job posting, that is, a strategy of placing notices on manual and electronic bulletin boards, in company newsletters and through office memoranda. Referrals are usually word-of-mouth advertisements that are a low-cost-per-hire way of recruiting. Internal recruitment does not always produce the number or quality of personnel needed; in such an instance, the organization needs to recruit from external sources, either by encouraging walk-in applicants; advertising vacancies in newspapers, magazines and journals, and the visual and/or audio media; using employment agencies to "head hunt"; advertising on-line via the Internet; or through job fairs and the use of college recruitment.

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According to Cooper et al., (2013) recruitment and selection of employees is the most important job of a Human Resource person. CIPD (2009), suggest that effective recruitment is central and crucial to the success of day-to-day functioning of any organization. The success of recruitment depends upon finding the people with the right skills, qualification and expertise to deliver organization objectives and the ability to make a positive contribution to the values and aims of the organization (CIPD, 2009).

Briggs (2007), identified some of the problem affecting recruitment and selection as, the increasing pressure for employment, utilization of informal sources of recruitment and delegation of recruitment function. These problems have resulted to inadequate use of job description and standard employee requirement in the process of recruitment. Kaplan and Norton (2004), indicates that a common problem in recruitment and selection is poor Human Resource Planning (HRM). This is particularly so with recruitment and selection policies and practices. The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labour market are important in recruiting and deploying appropriate employees at the right time. Batt (2012), affirms that recruitment and selection experience can also impact on the likelihood that a candidate will accept a job offer and on their subsequent commitment to remaining in the organization. Appointment decisions are the most important ones a manager has to make; they affect the manager's ability to achieve targets, the quality of services or products delivered to the customer and the well-being of the whole team. Previous research shows that the competency level of HR managers have a

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major influence on recruitment and selection and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of the applicants. Moreover, effective recruitment and selection is possible only if there is a dedicated and competent HR team (Kaplan and Norton, 2014). Conducting a thorough job analysis and identifying the right caliber of candidates bring about a good blend between applicants and the job.

Argument has been given that under qualified employees may not able to effectively perform their job positions due to lack of knowledge and competencies, while on the other hand over qualified employees tend to experience less job satisfaction due to their higher qualification than a desired level for a given job. For every job in the organization as Armstrong (2016), identified, there are stages by which a thorough job analysis must aim to achieve -defining requirement, preparing job descriptions and specifications; deciding terms and conditions of employment, attracting candidates, and reviewing and evaluating alternative sources of applicants inside and outside the organization. Job analysis process generates information which is converted into tangible outputs of a job description and a person specification, that is what has to be done and who does it before recruiting for a new or existing position. It is important to invest time in gathering information about the nature of the job since it prescribes relevant personal qualities and attitudes as well as skills and knowledge required for the job (Pilbeam and Corbridge, 2016).

Organizations in the selection process use methods such as application forms, interviews, formal tests, references, assessment centres and official transcripts. An organization needs to choose a method that is most appropriate to the job positions. HR experts generally

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drive the staffing process and the purpose of the staffing is to fulfill the requirements of business, and the skill levels presented by each new recruit is likely to be judged better if the line managers are involved in the recruitment and selection process. In business strategy implementation, the involvement of line managers in the entire staffing process (that is, drafting of job descriptions, setting selection criteria and being on the panel of recruitment) is vital for ensuring recruitment and selection to meet business needs. In other words, the line managers are the owner of the recruitment and selection process along with HR playing a facilitator role (Dess and Jason, 2001).

Organization that are less selective or hire lower-skilled employees are likely to experience significant effects on productivity, while hiring a mismatched employee can result in poor performance and higher turnover rates (Batt, 2012). Scholars have argued that other key issues and controversies run through analyses of human resource management and recruitment and selection: efficiency, control, and the difficulty of orienting practice towards social justice are often cited. The first two problematic, as (Burton, 2011) notes, have been central to the management of people for as long as managers have been present in organizations. The latter is also common across all organizations, but is a particular academic and policy concern for smaller or growing organizations (Burton, 2011).

In recruitment and selection practice, the construction of formalized selection frameworks and norms of acceptable discrimination maybe seen as an attempt to enable managers to navigate between efficiency, control and social justice. In their advice on how to achieve the perfect fit of person, organization and job, they argue that selecting on the basis of managerial opinion is

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'Utterly unscientific and unreliable and that managers are' liable to be turned this way and that by the most inconsequential of considerations'. In place of this unsatisfactory state of affairs, these scholars propose that the physical self-provide the key to' unlocking the inner secrets of the individual seeking employment, and therefore should inform the selection process. The underlying philosophy of this process is that everything about man indicates his character and as much information as possible should be collected to inform a decision- making. Recruitment may be conducted internally through the promotion and transfer of existing personnel or through referrals, by current staff members, of friends and family members. Where internal recruitment is the chosen method of filling vacancies, job openings can be advertised by job posting, that is, a strategy of placing notices on manual and electronic bulletin boards, in company newsletters and through office memoranda. Internal recruitment does not always produce the number or quality of personnel needed. According to McKenna & Beech (2002), some of the organisations traditionally taken the employees from education institutions have operated many processes to recruit the young people, who are in their final- year or just completed their studies. In such an instance, the organization needs to recruit from external sources, either by encouraging employee referrals; radio advert, TV advert, newspaper advert, professional association, employment agents, door to door, telephone, recruitment from school, job fairs, talent hunt, job proofing, initial job offer and the use of labor office.

2.5 The changing context of recruitment and selection decisions

Much of the recent literature on personnel management has emphasized the necessity for the recruitment and selection of employees who are committed to the goals of the organization. Recent waves of organizational restructuring have dramatically changed and, in many cases, destroyed existing employment relationships. As traditional

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autocratic structures flatten and organizations utilize multidisciplinary teams to remain competitive, the need for strategic and transparent systems becomes paramount (Bingley et al, 2014).

Bingley et al, (2014) suggested that, increasingly, many organizations are being transformed from structures that are built on functions and jobs, to those where focused, self-directed work teams, made up of empowered individuals with diverse backgrounds, are replacing traditional specialized workers. Cran, (2015) highlighted that firms need adaptable people who can adjust to rapidly changing customer needs and operational structures, while Burton (2011) argues that employees, and the way they work, comprise the crucial difference between successful and unsuccessful organizations. He argues that as technology increases and product life cycles shorten, the major source of competitive advantage will be the individual worker. Delery and Doty, (2016) further developed this view of the prevailing business environment and reiterated that: with the sweeping changes in today's business climate and the rise of re-engineering to meet the needs of organizations in the area of downsizing or cost diminution, (search) firms must be equipped to recruit individuals who can operate in a non-structured or "virtual" organization. Even in today's technically advanced business environment, the human factor will always be instrumental to the success of an organization.

Furthermore, Drucker, (2009) indicates that, as companies downsize, "delayer" and try to boost productivity with fewer people, those that remain are being asked to assume more tasks, roles and responsibilities. He proposes that, as this trend continues, companies will be asking fewer employees to know more, do more, change more and interact more and thus interest is increasingly focused on identifying the recruiting sources that are most

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likely to yield high quality employees and the selection methods that best predict future job performance. Arguments such as these have led to suggestions that the critical organizational concern today is the hiring or promoting of the best qualified people while still meeting all regulatory requirements. A study commissioned by the IPD's Recruitment Forum highlighted a number of common failings in the recruitment and selection process. Included among these failings were:

a) No obvious link with HR strategy, resourcing strategy and broader business and Organizational goals;

b) Use of referencing for short listing;

c) Unclear use of structured interview design and application;

d) Increasing use of invalid prediction methods;

e) Lack of widespread monitoring and lack of remedial action in those organizations that did monitor recruitment;

f) Lack of validation of situation specific selection procedures.

These results are suggestive of an inability or unwillingness to appreciate the strategic imperative of effective recruitment and selection practices. Smith and Robertson (2013) argue for greater precision in recruitment and selection and caution that a company can be dragged to its knees by the weight of ineffective staff which decades of ineffectual selection methods have allowed to accumulate. Smith and Robertson, (2013) further noted that the problem of inefficiency may be as a result of a difficulty in distinguishing good practice from common practice. Should this be the case then the problem may lie less with the processes utilized and more with the traditional perception of what constitutes effective, valid recruitment and selection practices. The traditional perspective on recruitment and selection assumed a rational framework, where the largely objective

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qualifications of the individual were matched to the requirements of the job (Stoner and Freeman, 2012).

The assumptions of the rational model imply that those making the decisions have real knowledge about the job, real knowledge about the applicants' job relevant qualifications, can objectively compare these qualifications with the job demands and select the applicant with the best match. However, more recently, there is growing evidence to suggest that the notion of 'fit' as it relates to suitability has assumed heightened significance in organizational settings. Kersley et al, (2007), defines 'fit' as the degree to which the goals and values of the applicant match those of individuals considered successful in the organization. Kersley et al, (2007) further highlights this notion of fit as the key to job success: Think back in your career and ask yourself, of all the people you know who failed in a job and were terminated, how many of them failed because they lacked the right educational degree, the right job experience, or the right industry background? In all likelihood, most of them failed because of inadequate interpersonal skills, an inability to communicate, or because they just didn't fit in with the culture; in other words bad chemistry.

More specifically, (Armstrong, 2011) identify the "organizational chameleon" as a corporate creature who embodies the perfect fit in terms of organizational demands for values, beliefs, attitudes and so forth, while advocating that an organizational analysis be carried out prior to making staffing decisions to identify the dominant values, social skills, and personality traits required of potential job applicants. Such an approach challenges the rational model of recruitment and selection and brings into focus the "form versus substance" issue. According to (Armstrong, 2011), the core of this problem is

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associated with the difficulties involved in distinguishing candidates who are truly qualified (i.e. substance) from those who simply construct images of qualifications and competence (i.e. form). This problem is compounded in a situation where candidates actively seek to alter and manage images of competence, with the result that the decision maker is attempting to hit a moving, rather than a stationary, target. In an attempt to explain why the rational model has limited application in the current business environment, Delery and Doty, (2016) find three particular arguments:

(1) In an increasingly competitive environment the content of jobs may change quickly over time, because of shifts in corporate strategies or technological innovations. Stable person/job match is unlikely in such unpredictable organizational environments.

(2) The increasing use of self-managed teams makes it difficult to view individual jobs as the key unit of analysis. Team members may be given the responsibility of allocating tasks between members and engage in collective problem-solving efforts that can be more meaningfully understood at the group level of analysis.

(3) Research has documented that person/job match may not be sufficient to achieve high job satisfaction, commitment and job performance among employees. It is necessary also that employee hold values that are congruent with those of the organization. Delery and Doty, (1996) concluded that this requirement for 'fit' encapsulates the congruence of the personality traits, beliefs, and values of the employee with the culture, strategic needs, norms and values of the organization and thus reinforces the necessity for greater empirical evaluation of the mechanisms employed to measure such characteristics.

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2.6 Recruitment and selection practices and performance

Recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. While it is understood and accepted that poor recruitment decisions continue to affect organizational performance and limit goal achievement, it is best that much effort is put in the recruitment and selection practices (Randall, 2007). Recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2009). Recruitment and selection play a pivotally important role in shaping an organization's effectiveness and performance, if work organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities, recruiting and selecting staff in an effective manner can both avoid undesirable costs for example those associated with high staff turnover, poor performance and dissatisfied customers and engender a mutually beneficial employment relationship characterized, wherever possible, by high commitment on both sides.

Pilbeam and Corbridge, (2016) provide a useful overview of potential positive and negative aspects noting that: 'The recruitment and selection of employees is fundamental to the functioning of an organization, and there are compelling reasons for getting it right. Inappropriate selection decisions reduce organizational effectiveness, invalidate reward and development strategies, are frequently unfair on the individual recruit and can be distressing for managers who have to deal with unsuitable employees.' Recruiting and selection is very important for the survival of every

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organization but that does not end there, new recruits need to be developed and appraised from time to time in order for them to be abreast with new trends and challenges. When employees are developed it help increase their performance and help sustain the growth of organizations.

2.7 Human Resource Development

Companies can only succeed in the long-term if they recruit and motivate people who are able to respond to and shape the challenges of the future. These are the individuals with the capacity to create competitive advantage from the opportunities presented by changing markets, with the desire to learn from customers, consumers, suppliers and colleagues, and who possess the ability to build and influence long-lasting and effective partnerships (Walker, 2010). The recruitment of new employees helps to demonstrate a company's aspirations, highlighting the skills and attitudes to which it attaches the highest priority. The choice also provides a major opportunity to communicate the values and successes of the organization – to explain why the company offers the most attractive place for a person to develop their career. Yet this competition for top talent is nothing new; and if the challenge for HR managers is to spot the best people and win their favour (Walker, 2010).

A well-prepared and motivated workforce is possibly the most important of the three intangible assets to support an organization's value creating processes. According to Peter Drucker "The most valuable asset of a 20th century company was its production equipment. The most valuable asset of a 21st century institution will be its knowledge workers and their productivity (Drucker, 2009). A great deal exists in the literature about the provision of staff development and training as investment for organizations. Staff

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development and staff training are parts of the bigger concept of human resource development (HRD). Training is just one possible way to organize and implement learning processes in organizations and not always the most effective one.

HRD encompasses the broad set of activities that improve the performance of the individual and teams, hence the organization. Training and development have come to be viewed as lifelong activity, rather than the front end acquisition of qualifications. As a result, the focus of concern has shifted from what the trainer does, to what the learner requires. The ultimate aim of the training and development process has been characterized as the creation of the learning organization, constantly reviewing its mistakes and successes and adapting its activities appropriately.

The issues of workforce demographics, desirable characteristics of the workforce and the obstacles to achieving the workforce which is well prepared, motivated and strategically ready in today's libraries, are key elements to be considered when discussing human resource development. Some of the other issues/challenges confronting human resource managers in this context are: Do we hire for today's needs or tomorrow's? How can we hire for the future needs of the library? How do we go about providing human resource development for the needs of the organization as a whole, not just for the specific jobs people perform? These issues are not confined to libraries. Many other organizations are also trying to deal with these challenges.

Until recently, the focus when hiring has been more on skills, for reference, cataloguing, IT and so on, rather than on attributes like strategic thinking, flexibility, adaptability and commitment to lifelong learning. There is a growing trend now to "hire for attributes and

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then train for the skills" (Whitmell Associates, 2014). The need to hire staff with abilities such as flexibility, adaptability, leadership potential and learning agility is increasingly recognized by human resource managers.

The process of bringing in such changes to our workplaces is not straightforward as it affects the hiring process as well as staff development and training activities. To keep alive the principles of training and development, all related initiatives need to be integrated. Hiring, orientation, communication, performance reviews, and rewards and recognition are interrelated and therefore should be linked to each other and to the training and development programs. Recruitment of staff that is flexible, strategic thinkers, multi-skilled, open to change and responsive is not a simple, straightforward process as identification of individuals with these skills is not as easy as identification of those with cataloguing, reference or IT skills. Retaining these skilled people and ensuring that once hired, they are motivated and continue to enhance the skills and attributes they had when they joined the organization may present challenges for human resource managers. It requires creation of an environment within the organization to ensure these happen, in other words a "knowledge-based organization" equipped to deal with the constantly changing environment.

2.7.1 Selection Process

Employer decisions about the selection of employees are central to the operation of organizations and to a series of outcomes that matter to individuals, organizations, and society. Perhaps the most basic question in this area is why employers engage in selection efforts at all. Managers who are involved in hiring employees need to understand the skills and abilities that are required in a particular job and determine which candidates

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have those capabilities. Interviews, reference checks, tests, applications and résumés can all help identify differences among candidates. Managers can make their selection decisions with a fuller awareness of the applicants‟ strengths and weaknesses (Tjosvold and Newman, 2013).

2.7.2 Screening

Screening, popularly known as short listing, is the first step after the recruitment process is completed and applications received. In this step, all the applications received by the due date are screened and those that do not correspond to the requirements stipulated in the advertisement are immediately eliminated in this step. As Cuming (2014) and Nel et al. (2009), caution, selection panels have to be careful not to discriminate against applicants with potential. Their decisions should be guided by short-listing criteria that is developed against the job requirements stipulated in the advertisements. Furthermore, they need to ensure that enough time is set aside for short-listing.

2.7.2 Selection tests

Selection tests are often used as part of a selection procedure for occupations where a large number of recruits are required, and where it is not possible to rely entirely on examination results or information about previous experience as the basis for predicting future performance. Tests usually form part of an assessment centre procedure. Intelligence tests are particularly helpful in situations where intelligence is a key factor, but there is no other reliable method of measuring it. Aptitude and attainment tests are most useful for jobs where specific and measurable skills are required, such as typing or computer programming. Personality tests are potentially of greatest value in jobs such as

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selling where „personality" is important, and where it is not too difficult to obtain quantifiable criteria for validation purposes.

It is essential to evaluate all tests by comparing the results at the interview stage with later achievements. To be statistically significant, these evaluations should be carried out over a reasonable period and cover as large a number of candidates as possible. In some situations a battery of tests may be used, including various types of intelligence, aptitude and personality tests. These may be a standard battery supplied by a test agency, or a custom-built battery may be developed. The biggest pitfall to avoid is adding extra tests just for the sake of it, without ensuring that they make a proper contribution to the success of the predictions for which the battery is being used (Philipo, 2008).

2.7.3 Reference & background check

Usually advertisements require that applicants provide the names and contact details of people who can serve as referees to them in case their applications are considered. Reference checks are used to verify the information that is supplied by applicant and are usually done telephonically. Although most referees are reluctant to respond to certain questions (Mathis and Jackson, 2006), reference checks can be used to gather as much information that will be used in deciding whether to appoint or decline to appoint the applicants. References provide the organization with other people's perceptions of the candidate's professional ability. The company should contact the candidate's previous employers and colleagues. Questions to ask references might address the candidate's creativity and initiative. This is mostly the reason why conditional job offers are given in other to check the authenticity of what the candidate provided on the application form (Snell and Bohlander, 2010). References are one of the more popular

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and „traditional" tools in the selection process. However, the validity and reliability of references has been questioned, particularly with respect to their unstructured and often ambivalent nature (Heraty and Morley, 2008).

2.7.4 Interview

Interviews are virtually used by all organizations for selection purposes. In support of this, Newell and Tansley (2011), indicate that interviews are by far the most widely used personnel selection procedure. With the use of interviews, managers of organizations get an opportunity to meet the applicants directly. The interview also provides the applicants with an opportunity to also learn more about the public institution. The purpose of the selection interview is to gather as much information and to use such information to arrive at a selection decision (Redman & Wilkinson, 2001). During the interview, panel members (interviewers) normally pose questions to which the interviewee is expected to respond. Responses to the questions are often captured by means of scores as determined the interviewers. The applicant that obtains the highest score is recommended for appointment (Wilkinson, 2012). Because of interview ambiguity, efforts must be made to ensure that all interviewees are being asked the same questions (Gomez-Majia et al., 2014).

2.7.5 Physical Examination

Applicants are often expected to undergo test(s) to determine if they are fit to perform the job, should they be appointed. The most common example of the employment tests that applicants often undergo is a medical examination. Medical examination, also referred to as pre- placement medical testing, is conducted only where the applicants are required to use physical strength to successfully perform their duties (Mathis and Jackson, 2016).

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2.7.6 Job Offer

The next step in selection process is job offer to those applicants who have crossed all the previous hurdles. In other words, it is the last step in the selection process. Development of an offer via e-mail or letter is sometimes a more formal part of this process.

Conclusion

As Mullins, Gill (2010, p 485) notes: 'If the HRM function is to remain effective, there must be consistently good levels of teamwork, plus ongoing co-operation and consultation between line managers and the HR manager.' This is most definitely the case in recruitment and selection as specialist HR managers (or even external consultants) can be an important repository of up-to-date knowledge and skills, for example on the important legal dimensions of this area. Recruitment and selection is often presented as a planned rational activity, comprising certain sequentially linked phases within a process of *employee resourcing,* which itself may be located within a wider HR management strategy.

Bratton and Gold (2012, p. 239) differentiate the two terms while establishing a clear link between them in the following way: 'Recruitment is the process of generating a pool of capable people to apply for employment to an organisation. Selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job, given management goals and legal requirements.' In setting out a similar distinction in which recruitment activities provide a pool of people eligible for selection. Foot and Hook (2005, p 63) suggest that: 'although the two functions are closely connected, each requires a separate range of skills and expertise, and may in practice be fulfilled by different staff members. The recruitment

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activity, but not normally the selection decision, may be outsourced to an agency. It makes sense, therefore, to treat each activity separately.'

Recruitment and selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of workers. It frequently forms an important part of the work of human resource managers - or designated specialists within work organizations. However, and importantly, recruitment and selection decisions are often for good reason taken by non-specialists, by the line managers. There is, therefore, an important sense in which it is the responsibility of all managers, and where human resource departments exist, it may be that HR managers play more of a supporting advisory role to those people who will supervise or in other ways work with the new employee. Recruitment and selection also has an important role to play in ensuring workers performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Dessler 2000, In: Ntiamoah et al. 2014). Recruitment and selection is a topical area. While it has always had the capacity to form a key part of the process of managing and leading people as a routine part of organizational life, it is suggested here that recruitment and selection has become ever more important as organizations increasingly regard their workforce as a source of competitive advantage (Ntiamoah et al., p. 4, 2014).

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CHAPTER THREE

METHODOLOGY

This chapter deals with the methodology that would be used by the researcher to investigate human resources management practices in recruitment and selection, using COLTEK as a case study. The method used includes the following: Research Design, Population and Sampling, Sampling Size, Sampling Technique, Source of Data, and Data Analysis Techniques.

3.1 Research Design

Research design deals with planning the strategy or overall design of the study. This study used survey research design. Ogutu (2012) posits that a survey research method is probably the best method available to social scientists who are interested in collecting original data for purposes of describing a population which is too large to observe directly. In this survey, independent variables were selected rather than observations and analyses of relationships among the variables carried out in their natural settings. The approach allowed ascertaining of wide spread opinions under natural conditions (Auka, Bosire & Matern, 2013). The survey design would allow investigation of possible relationships between variables. In this way the survey design was more appropriate for the study because it enabled data collection from broader category as well as comparisons between variables. The dependent variable in this study was the Human resources management practices while the independent variable was recruitment and selection.

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3.2 The Study Area

The study was conducted at the University of Education-Kumasi campus which located at Tanoso. Tanoso is one of the towns under the Kwadaso municipal in the Ashanti Region of Ghana. The College of Technology Education, Kumasi was established in 1966 and started as Kumasi Technical Training Centre by the Government of Ghana with technical advice from the British Government. It operated initially as a department of Kumasi Polytechnic. In 1963, the constructional works for a permanent site started and were completed in early 1966.

Training programmes were therefore transferred from the Kumasi Polytechnic to the present site in Septemer 1966. This resulted in the expansion of activities as well as change of name to Technical Teachers College (TTC) and later Kumasi Advanced Technical Teachers College (KATTC). The College offered a certificate course in Education Studies, as well as courses in specialized areas in industrial arts and commerce. It became one of the seven Diploma Awarding Colleges when it was affiliated to the Institute of Education of the University of Cape Coast in 1977. This was as a result of the restructuring of Ghana Teacher Education programmes.

Following the educational reforms in 1992, the College became part of the University College of Education of Winneba (UCEW) in 1996. Integrated in 1996 as one of the constituent colleges of the then University College of Education of Winneba (UCEW), the College is the only tertiary institution mandated to train technical and vocational teachers for the Technical, Vocational Education and Training (TVET) sector. The College runs academic programmes leading to the award of diploma, degrees, masters,

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and doctoral degrees. COLTEK offers major programmes in business, technology and educational studies.

3.3 Population of the Study

According to Sekaran (2001), population is the entire group of people, events or things of interest that the researcher wishes to investigate. The target population is the total collection of elements about which the researcher wishes to make some inferences (Okiro & Ndungu, 2013). The target population would be the administrative staff of the College of Technology Education, Kumasi comprising of 100 senior staff and 50 senior members (source: COLTEK HR, 2018).

3.3. Sample Size and Sampling Procedures

A stratified random sampling would be used to obtain the sample size. The population would be categorized into the management positions. Auka et al. (2013) posit that stratified random sampling ensures that all the groups (categories) are adequately sampled and this facilitates comparison among the groups. According to the Krejcie and Morgan (1970), table for determining sample size, a population of 150 requires a sample size of 108. Therefore, purposive and stratified random sampling techniques would be used to select 80 Senior staff and 28 Senior members for the study, totaling, 108 participants.

3.4 Data Collection Instruments

The main tool for collection of data was questionnaire. This is necessary because the study seeks to conduct an in-depth survey that will need probing to elicit the important responses for the objectives and research questions that would be asked by the researcher.

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The questionnaires would consist of four sections. Section 1 includes the gender, age, educational qualification and working experience of the respondents. Section 2 would assess the recruitment and selection practices of the College of technology education. Section 3 would evaluate how recruitment and selection practices affect the performance or development of COLTEK. Section 4 would identify the challenges associated with the recruitment and selection practices of COLTEK. The researcher sought permission from the various heads of department at COLTEK before distributing the questionnaires to the respondents. The questionnaire would be administered a day after the preliminary contact. This was done during working days between 10am – 4:00pm. The researcher visited each department and personally administered the questionnaires to the respondents and and collect the questionnaire later when informed about the completion of the instrument.

3.6 Data Analysis

The questionnaire assisted the researcher to investigate human resources management practices in recruitment and selection, using COLTEK as a case study. Please refer Appendix A for a sample of the questionnaire. Data collected was edited coded, classified and tabulated. After tabulation, the data was analyzed using the Statistical Package for Social Sciences (SPSS) version 20.0. Descriptive statistics (frequencies, percentages and mean) would be used to answer the research questions. The data was presented using frequency and percentage tables.

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CHAPTER FOUR

RESULTS OF THE STUDY

The main purpose of the study was to assess human resources management practices in recruitment and selection and how it impacts on organisational performance, using COLTEK as a case study. The result and analysis of the study was based on these research objectives. The researcher sent 108 questionnaires to the field to gather primary data. Out of the 108 questionnaires sent out for primary data, 106 questionnaires were received while 2 questionnaires were not received indicating 98% response rate.

4.2 Demographic Characteristics of Study Participants

Table 4.1 gives results on the demographic characteristics of the respondents used for the study, including the respondent's gender, age categories, and highest academic qualification of the respondents.

Table 4.2 Demographic Characteristics of Study Participants

Demographic Characteristics	**Number of Respondents**	
Gender	**Frequency**	**Percentage**
Male	57	54
Female	49	46
Total	106	100
Age (Years)		
Less than 30 years	12	11.3
31-40 years	25	23.6
41-50 years	43	40.6
Above 50 years	26	24.5
Total	106	100
Educational qualification		
Diploma	38	35.8
Bachelors degree	43	40.6
Masters degrees	25	23.6
Total	106	100

Source: Field survey, (2019), *n*=106

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Table 4.1 shows that 57 respondents representing 54% were males while 49 respondents representing 46% were females. Moreover, 43 respondents representing 40.6% were between the age ranges 41-50 years, 26 respondents representing 24.5% were above 50 years, 25 respondents representing 23.6% were between the age categories 31-40 years, while 12 respondents representing 11.3% were less than 30 years. Furthermore, 43 respondents representing 40.6% were holding Bachelors' degrees as their highest academic qualification, 38 respondents representing 35.8% were Diploma holders, while 25 respondents representing 23.6% were possessing Masters degrees as their highest academic qualification.

4.3 Recruitment and Selection Policy

The first objective of the study was to assess the recruitment and selection policies of College of technology education. Table 4.2 assessed the recruitment and selection policies of College of technology education.

Table 4.2 Availability of formal policy for the recruitment and selection of employees

Formal policy for the recruitment and selection of employees	Frequency	Percentage
Yes	89	84
No	17	16
Total	106	100
When vacancies occur, are existing employees considered?		
Yes	74	69.8
No	32	30.2
Total	106	100
Are job vacancies made open to the public?		
Yes	103	97.2
No	3	2.8
Total	106	100

Source: Field Survey, 2019

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Table 4.2 reveals that 89 respondents representing 84% affirmed that the University has a formal policy for the recruitment and selection of employees while 17 respondents representing 16% said that there is no policy for the recruitment and selection of employees. Moreover, 74 respondents representing 69.8% said that when vacancies occur, existing employees are considered while 32 respondents representing 30.2% indicated that when vacancies occur, existing employees are not considered. Also, 103 respondents representing 97.2% said that job vacancies are made open to the public while 3 respondents representing 2.8% said that job vacancies are not made open to the public. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2009). Recruitment and selection play a pivotally important role in shaping an organization's effectiveness and performance, if work organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities, recruiting and selecting staff in an effective manner can both avoid undesirable costs for example those associated with high staff turnover, poor performance and dissatisfied customers and engender a mutually beneficial employment relationship characterized, wherever possible, by high commitment on both sides.

4.4 Recruitment and selection Processes

The second objective of the study was to evaluate the recruitment and selection processes used to recruit employees at COLTEK. Table 4.3 evaluated the recruitment and selection processes used to recruit employees at COLTEK.

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Table 4.3 Recruitment and selection processes

Recruitment and selection processes	*Total responses*	*Index (RII)*	*Index (%)*	*Rank*
Defining the position required	106	0.79	79.08	1st
Finding job applicants	106	0.79	78.53	2nd
Evaluating the best applicants	106	0.72	71.74	3rd
Screening the best candidates	106	0.69	69.29	4th
Interview the best candidates	106	0.64	64.13	5th

Source: Field Survey, 2019

As part of the research objectives, the researcher identified existing recruitment and selection procedures adopted by COLTEK. The processes used in employee recruitment as suggested by the Table 4.3 revealed that defining the position required is the most frequently used recruitment and selection process with relative important index 0.7908. This is followed by finding job applicants with RII of 0.7853. Evaluating the best applicants was also realised to be the 3rd ranked process of employee recruitment with RII of 0.7174. Screening the best candidates had a RII of 0.6929 and was ranked the 4th method of recruiting and selecting workers. The 5th ranked recruitment process was interview the best candidates. The effective recruitment and selection of employees is a fundamental human resources management activity, one that if managed well can have a significant impact on organisational performance as well as lead to a more positive organisational image (Pilbeam, Corbridge 2006, In: Evans et al. 2007). Ineffective recruitment has a number of cost implications for employers: low morale which can affect employee performance; lost business opportunities, as well as higher levels of labour turnover.

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Table 4.4 Selection Processes

Selection method	*Total Responses*	*Relative index (RII)*	*Index (%)*	*Rank*
Screening and shortlisting	106	0.91	91.09	1ST
Reference and background check	106	0.76	76.45	2nd
Interview	106	0.75	75.23	3rd
Ability and aptitude tests	106	0.74	74.12	4th
Physical examination	106	0.65	65.11	5th
Job offer	106	0.64	64.14	6th

Source: Field Survey, 2019

The study results show that screening and shortlisting is the most frequently used selection process with relative important index 0.9109. This is followed by reference and background checks with RII of 0.7645. Also, interview was also realised to be the 3rd ranked process of selection with RII of 0.7623. Ability and aptitude tests had a RII of 0.7412 and was ranked the 4th among the selection processes. The 5th ranked selection method was physical examination and finally, job offer was the final selection method with RII 0.6414.

These results are suggestive of an inability or unwillingness to appreciate the strategic imperative of effective recruitment and selection practices. Smith and Robertson (2013) argue for greater precision in recruitment and selection and caution that a company can be dragged to its knees by the weight of ineffective staff which decades of ineffectual selection methods have allowed to accumulate. Smith and Robertson, (2013) further noted that the problem of inefficiency may be as a result of a difficulty in distinguishing good practice from common practice. Should this be the case then

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the problem may lie less with the processes utilized and more with the traditional perception of what constitutes effective, valid recruitment and selection practices.

4.5 The Effect of Recruitment and Selection on employees performance

The study asked respondents whether the recruitment and selection method adopted has influence employees performance in their respective firms.

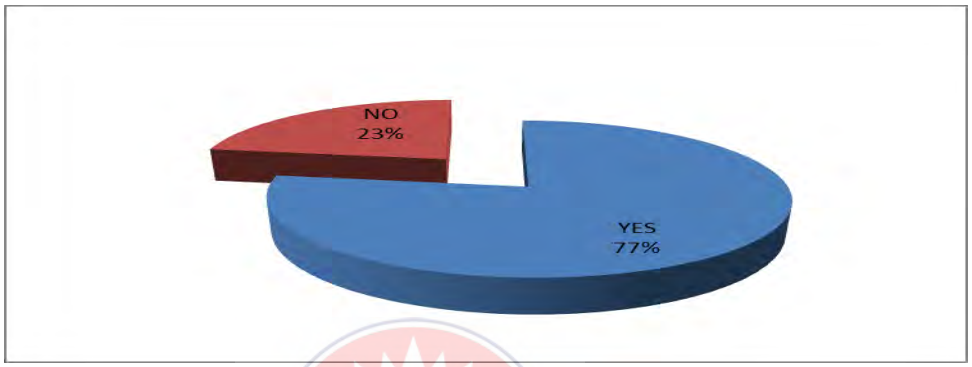

Figure 4.2: The Effect of Recruitment and Selection on employees performance

Figure 4.2 indicates that majority of the respondents 82 (77%) indicated that the practice had incredibly affected their performance while 18 (23%) were of the view that there had not been any improvement in their performance. From the study results one can notice that recruitment and selection practices have influence most of the employee's performance. These results are in agreement with Randall, (2007), he asserted that recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. While it is understood and accepted that poor recruitment decisions continue to affect organizational performance and limit goal achievement, it is best that much effort is put in the recruitment and selection practices. Recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes.

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4.6 The Challenges Associated with the Recruitment and Selection Practices of COLTEK

Results of the challenges associated with the recruitment and selection practices of COLTEK.

The third objective of the study sought to identify the challenges associated with the recruitment and selection practices of COLTEK. Table 4.4 identified the challenges associated with the recruitment and selection practices of COLTEK.

Table 4.5: The challenges associated with the rrecruitment and Selection ppractices of COLTEK.

Recruitment and selection Challenges	Agree n(%)	Neutral n(%)	Disagree n(%)	Total n(%)
Poor human relations planning affected recruitment and selection practices	71 (67)	6 (5.7)	29 (27.4)	106 (100)
Competency level on the part of employee can influence recruitment and selection practices	75 (70.8)	9 (8.5)	22 (20.8)	106 (100)
Lack of experience of employer can affect recruitment and selection practices	87 (82.1)	7 (6.6)	12 (11.3)	106 (100)
Ineffective job analysis can affect recruitment and selection practices	79 (74.5)	10 (9.4)	17 (16)	106 (100)
Ineffective selection methods can affect recruitment and selection practices	57 (53.8)	12 (11.3)	37 (34.9)	106 (100)
Lack of awareness on the part of employees affected recruitment and selection practices	58 (54.7)	13 (12.3)	35 (33)	106 (100)
Cost of recruitment and selection of employees affected recruitment and selection practices	79 (74.5)	11 (10.4)	16 (15.1)	106 (100)
Low confidence level on the part of the employee affected recruitment and selection practices	53 (50)	8 (7.5)	45 (42.5)	106 (100)
Low educational level of workers affected	87	7	12	106

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recruitment and selection practices	(82.1)	(6.6)	(11.3)	(100)
Lack of clear definition of job vacancy affected	58	13	35	106
recruitment and selection practices	(54.7)	(12.3)	(33)	(100)
Inadequate information on the available	79	11	16	106
vacancy affected recruitment and selection	(74.5)	(10.4)	(15.1)	(100)
practices				
Poor working condition of workers affected	57	10	39	106
recruitment and selection practices	(53.8)	(9.4)	(36.8)	(100)

***n*=106**

Source: Field survey, (2019)

Table 4.5 reveals that 71 respondents representing 67% agreed that poor human relations planning affected recruitment and selection practices, 29 respondents representing 27.4% disagreed, while 6 respondents representing 5.7% were neutral. Moreover, 75 respondents representing 70.8% agreed that competency level on the part of employee can affect recruitment and selection practices, 22 respondents representing 20.8% agreed, while 9 respondents representing 8.5% were neutral. Furthermore, 87 respondents representing 82.1% agreed that lack of experience of employer can negatively affect recruitment and selection practices, 12 respondents representing 82.1% disagreed, while 7 respondents representing 6.6% were neutral.

To add more, 79 respondents representing 74.5% agreed that ineffective job analysis can affect recruitment and selection practices, 17 respondents representing 16% agreed, while 10 respondents representing 9.4% were neutral.

Moreover, 57 respondents representing 53.8% agreed that ineffective selection methods can affect recruitment and selection practices, 37 respondents representing 11.3% agreed,

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while 12 respondents representing 11.3% were neutral. Furthermore, 57 respondents representing 53.8% agreed that lack of awareness on the part of employees can affect recruitment and selection of employees, 39 respondents representing 36.8% agreed, while 10 respondents representing 9.4% were neutral. To add more, 79 respondents representing 74.5% agreed that cost of recruitment and selection of employees can affect the practice, 16 respondents representing 15.1% disagreed, while 11 respondents representing 10.4% were neutral. Also, 53 respondents representing 50% agreed that low confidence level on the part of the employees can affect the practice, 45 respondents representing 42.5% disagreed, while 8 respondents representing 7.5% were neutral.

Moreover, 87 respondents representing 82.1% agreed that low educational level of workers can affect recruitment and selection processes in an organisation, 12 respondents representing 11.3% disagreed, while 7 respondents representing 6.6% were neutral. Furthermore, 58 respondents representing 54.7% agreed that lack of clear definition of job vacancy can affect recruitment and selection processes, 35 respondents representing 33% disagreed, while 13 respondents representing 12.3% were neutral. Moreover, 79 respondents representing 74.5% agreed that inadequate information on the available vacancy can affect recruitment and selection processes, 16 respondents representing 15.1% disagreed, while 11 respondents representing 10.4% were neutral. Furthermore, 57 respondents representing 53.8% agreed that poor working condition of workers can influence recruitment and selection processes, 39 respondents representing 36.8% disagreed, while 10 respondents representing 9.4% were neutral.

According to Kaplan and Norton, (2014), a common problem in recruitment and selection is poor HR planning. Rigorous HR planning translates business strategies into specific HRM policies and practices. This is particularly so with recruitment and selection policies

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and practices. The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labour market are important in recruiting and deploying appropriate employees at the right time. Past research shows that the competency level of HR managers has a major influence on recruitment and selection and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of the applicants. Moreover, effective recruitment and selection is possible only if there is a dedicated and competent HR team (Kaplan and Norton, 2014)

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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The main purpose of the study was to assess human resources management practices in recruitment and selection and how it impacts on organisational performance, using COLTEK as a case study. The chapter contains the major findings of the study, conclusion, recommendations and suggestions for further research.

5.1 Major Findings of the Study

The study results reveal that 84% of the respondents affirmed that the University has a formal policy for the recruitment and selection of employees. Moreover, 69.8% said that when vacancies occur, existing employees are considered. The study revealed that defining the position required is the most frequently used recruitment and selection process with relative important index 0.7908. This is followed by finding job applicants with RII of 0.7853. Evaluating the best applicants was also realised to be the 3rd ranked process of employee recruitment with RII of 0.7174. Screening the best candidates had a RII of 0.6929 and was ranked the 4th method of recruiting and selecting workers. The 5th ranked recruitment process was interview the best candidates. The study results show that screening and shortlisting is the most frequently used selection process with relative important index 0.9109. This is followed by reference and background checks with RII of 0.7645. Also, Interview was also realised to be the 3rd ranked process of selection with RII of 0.7623. Ability and aptitude tests had a RII of 0.7412 and was ranked the 4th among the selection processes. The 5th ranked selection method was physical examination and finally, job offer was the final selection method with RII 0.6414.

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The study indicates that majority of the respondents 82 (77.4%) indicated that the recruitment and selection practice had incredibly affected employees performance. The study reveals that poor human relations planning affected recruitment and selection practices. Moreover, competency level on the part of employee can affect recruitment and selection practices. Furthermore, lack of experience of employer can negatively affect recruitment and selection practices. To add more, ineffective job analysis can affect recruitment and selection practices. Moreover, ineffective selection methods can affect recruitment and selection practices. Furthermore, lack of awareness on the part of employees can affect recruitment and selection of employees. To add more, cost of recruitment and selection of employees can affect the practice.

Also, low confidence level on the part of the employees can affect the practice. Moreover, low educational level of workers can affect recruitment and selection processes in an organisation. Furthermore, lack of clear definition of job vacancy can affect recruitment and selection processes. Moreover, inadequate information on the available vacancy can affect recruitment and selection processes. Furthermore, poor working condition of workers can influence recruitment and selection processes.

5.2 Conclusion

Based on the analysis and findings of the study, the following conclusions drawn based on the objectives of the study include:

The UEW-K had existing formal policy for recruitment and selection of workers. The processes for the recruitment and selection of COLTEK workers include defining the position required, finding job applicants, e valuating the best applicants, screening the best candidates, recruiting and selecting workers and interviewing the best candidates.

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The study results concluded that screening and shortlisting is the most frequently used selection process. This is followed by reference and background checks, interview was also realised to be the 3rd ranked process of selection, Ability and aptitude tests had a RII of 0.7412 and was ranked the 4th among the selection processes. The 5th ranked selection method was physical examination and finally, job offer was the final selection method with RII 0.6414.

Out of the twelve (12) barriers that can affect recruitment and selection processes, the top five(5) ranked, in the highest order includes, poor human resource planning, ineffective job analysis, competency level on the part of employee, cost of recruitment and selection of employees and poor working condition of workers.

5.3 Recommendations

According to the conclusions of the study, the researcher recommended that;

Before any recruitment and selection method will be adopted, employers should conduct job analysis to determine job description, job specification, and job evaluation. Through proper job analysis, firms will be able to fix up the specific duties and responsibilities of every employee.

Job analysis will help in determining skills and knowledge to be possessed by the employees to hold various positions. It will also facilitate in providing effective compensation packages to the employees.

In situations of internal recruitment, the HR administrators should ensure that the job vacancy is communicated to all departments and divisions of the workplace, intranet, notice boards, newsletter, team meetings etc. and include communication to those on leave to recruit the right staff to occupy the vacant position.

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5.4 Suggestions for further studies

The researcher suggested that a similar research should be conducted by enlarging the research sample size and more stakeholders to cover the other three campuses of the UEW.

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APPENDIX

QUESTIONNAIRES FOR THE COLTEK HUMAN RESOURCES STAFF

The researcher is a Post graduate student of University of Education Winneba, Kumasi Campus conducting a piece of research to **ASSESS HUMAN RESOURCES MANAGEMENT PRACTICES IN RECRUITMENT AND SELECTION - A CASE STUDY OF UNIVERSITY OF EDUCATION WINNEBA, COLTEK.** I respectively request that you form part of this research by completing the attached questionnaire. Anonymity and non-traceability are assured. It is my fervent hope that you participate in the study. May I thank you for your valuable cooperation.

Part I: Personal Data

1. What is your Gender?

Male [ ] Female [ ]

2. Age of respondent (in years) ……

3. Current position ……

4. Occupation/Profession ……....

5. Which of the qualifications below do you possess?

a. HND [ ] b. 1st Degree [ ] c. 2nd Degree [ ]

d. Others ……..……

Part II: Recruitment and Selection Policy

6. Do you have any formal policy for the recruitment and selection of employees?

a. Yes [ ] b. No [ ]

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7. If yes to above, briefly state the policy:

……..……

……..……

7. When vacancies occur, are existing employees considered?

a. Yes [ ] b. No [ ]

8. Are job vacancies made open to the public?

a. Yes [ ] b. No [ ]

Part III: Recruitment and Selection Processes

Which of these employee recruitment processes identified in the study does your firm often use? using 1 to 5 scales,

1=Not frequently used, 2=Average used, 3=Neither, 4=Frequently used, 5=Most frequently used.

Recruitment and selection processes	*1*	*2*	*3*	*4*	*5*
Defining the position required					
Finding job applicants					
Evaluating the best applicants					
Screening the best candidates					
Interview the best candidates					

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Which of these employee selection processes identified in the study does your firm often use? using 1 to 5 scales,

1=Not frequently used, 2=Average used, 3=Neither, 4=Frequently used, 5=Most frequently used.

Selection method	1	2	3	4	5
Screening					
Selection tests					
Reference and background check					
Interview					
Physical examination					
Job offer					

Has the recruitment and selection practice of C O L T E K affected your performance?

Yes [ ] No [ ] Other [ ]

Part IV: The challenges associated with the recruitment and selection practices of COLTEK.

The underlisted are some identified challenges that COLTEK encounter in the recruitment and selection practices. Rank them using 1 to 5 scales,

1= Strongly disagree, 2 =Disagree, 3=Neither, 4=Agree, 5=Strongly agree

S/No	**Recruitment and selection Challenges**	**Ranking**				
		1	**2**	**3**	**4**	**5**
1.	Poor human relations planning					
2.	Competency level on the part of employee					
3.	Lack of experience of employer					
4.	Ineffective job analysis					

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5.	Ineffective selection methods					
6.	Involvement of agents					
7.	Lack of awareness on the part of employees					
8.	Cost of recruitment and selection of					
9.	Low confidence level on the part of the					
10.	Low educational level of workers					
11.	Leadership					
12.	Lack of clear definition of job vacancy					
13.	Employer employee relationship					
14.	Inadequate information on the available					
15.	Lack of human relations department					
	Poor working condition of workers					
17.	Location of available job.					

15. Please suggest initiatives that can improve the current recruitment and selection procedure used by your firm; aimed at retaining recruited workers?

a. …..…….

……

c.……..……

d.…..……

e...……