

**UNIVERSITY OF EDUCATION, WINNEBA
COLLEGE OF TECHNOLOGY EDUCATION**

**INVESTIGATING THE RECRUITMENT AND SELECTION PRACTICES OF
ORGANISATIONS: A CASE STUDY OF THE GHANA EDUCATION
SERVICE OFFICE IN THE KUMASI METROPOLIS**



PATIENCE MANU BENIAKO

JUNE, 2019

**INVESTIGATING THE RECRUITMENT AND SELECTION PRACTICES OF
ORGANISATIONS: A CASE STUDY OF THE GHANA EDUCATION
SERVICE OFFICE IN THE KUMASI METROPOLIS**

BY

PATIENCE MANU BENIAKO

7171790009



**A DISSERTATION SUBMITTED TO SCHOOL OF GRADUATE STUDIES,
UNIVERSITY OF EDUCATION, WINNEBA IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF A MASTER OF BUSINESS
ADMINISTRATION DEGREE IN HUMAN RESOURCE MANAGEMENT**

JUNE 2019

DECLARATION

STUDENT'S DECLARATION

I, **PATIENCE MANU BENIAKO**, declare that this dissertation, with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole, for another degree elsewhere.

SIGNATURE:

DATE:

SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of the dissertation as laid down by the University of Education, Winneba.

Name: Mr. Kingsley Agyapong

Signature:

Date:

ACKNOWLEDGEMENTS

All praise and honour to God Almighty for his extravagant and unconditional grace and mercies.

I am most grateful to my research supervisor, Mr. Kingsley Agyapong for giving me the needed guidance and supervision to complete this work successfully. To my family I say, God bless you for your love and scarifies. You have been my rock. I am grateful.

Finally, to my lecturers, course mates and colleagues at work, thank you for all your contributions that help me through this course.

I wouldn't have made it without you all. God bless you.



DEDICATION

I joyfully dedicate this dissertation to my husband Mr. Kwame Karikari and to my children Jeffery, Christopher, Queensley and Jedidiah.



TABLE OF CONTENTS

CONTENTS	PAGES
DECLARATION	i
ACKNOWLEDGEMENTS	ii
DEDICATION	iii
TABLE OF CONTENTS	iv
LIST OF TABLES	vii
ABSTRACT	viii
CHAPTER ONE: INTRODUCTION	1
1.1 Background to the Study	1
1.2 Statement of the Problem	4
1.3 Purpose of the Study	5
1.4 Objectives of the Study	5
1.5 Research Questions	5
1.6 Significance of the study	6
1.8 Scope of the study	6
1.9 Organisation of the study	6
CHAPTER TWO: LITERATURE REVIEW	8
2.0 Introduction	8
2.1 The Concept of Recruitment and Selection	8
2.2 Recruitment and Selection and Human Resource Development	11
2.3 Recruitment and Selection Process and Development of the Organization	13
2.4 The Process of Recruitment	15
2.5 The Selection Process	19



2.6 Recruiting Sources/Methods	22
2.7 Challenges of Recruitment and Selection	26
2.8 The Changing Context of Recruitment and Selection Decisions	29
2.9 Recruitment and Selection Practices and Performance	34
CHAPTER THREE: METHODOLOGY	36
3.0 Introduction	36
3.1 Research Design	36
3.2 Population of the Study	37
3.3 Simple size and Simple Techniques	37
3.4. Data Collection Instruments	38
3.4.1 Pre-Testing the Instruments	39
3.5 Validity of the Instrument	39
3.6 Data Collection Procedures	40
3.7 Data Analysis	41
3.8 Ethical Considerations	41
CHAPTER FOUR: RESULTS AND DISCUSSION	43
4.0 Introduction	43
4.1 Demographic Information	43
4.2 Presentation of Research Objectives	45
4.2.1 The recruitment and selection practices of the GES	45
4.1.2 How recruitment and selection practices affect the performance of teachers at the GES	48
4.2.3 The challenges faced by GES in recruitment, and selection process	51



CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATION	57
5.0 Introduction	57
5.1 Summary of Findings	57
5.2 Major Findings of the Study	57
5.3 Conclusion	58
5.4 Recommendations	58
5.5 Suggestions for Further Research	59
REFERENCES	61
APPENDIX	68



LIST OF TABLES

TABLES	PAGES
Table 1: Demographic Information of the teachers	44
Table 2: The Recruitment and Selection Practices of the GES	46
Table 3: Employee selection practices	47
Table 4: How recruitment and selection practices affect the performance of teachers at the GES.	49
Table 5: The challenges faced by GES in recruitment, and selection process	52



ABSTRACT

The purpose of the study was to investigate the recruitment and selection practices of organisations, using the Ghana Education Service (GES) Office in the Kumasi Metropolis as a case. The study was guided by these objectives; to identify the recruitment and selection practices, to examine how recruitment and selection practices affect the performance of teachers and to assess the challenges faced by GES in recruitment, and selection process. The population for the study was forty eight (48). Census method was used to select all the forty eight (48) participants for the study. The study adopted a descriptive survey research design and quantitative research approach. Questionnaire was the main instrument used to gather primary data. The computer statistical package for social scientists (SPSS version 20) was used to process all the quantitative responses from the questionnaire. The study reviews that recruitment and selection play a pivotally important role in shaping an organization's effectiveness and performance. The study again revealed that poor human relations planning affect recruitment and selection practices. It was concluded that recruitment and selection has an important role to play in ensuring worker performance and positive organizational. The study recommended that the planning Unit for Human Resources of GES should also involve the employees in the plans they make so that they feel part of the GES and also this would prepare them in case of any change.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Employees' recruitment is defined differently by researchers. Jovanovic (2014) defined recruitment as a process of attracting a great pool of high -quality applicants and to select the best among them. According to Opatha (2010) recruitment is the process of finding and attracting suitably qualified people to apply for job vacancies in the organization. Ofori and Aryeetey (2011) said that recruitment is the process of generating a pool of competent individuals to apply for employment within an organization. Bratton and Gold (2013) opined that recruitment is primarily concerned with the process of generating a pool of capable people to apply for employment to an organization. Bratton and Gold (2007) stated that recruitment is the process of generating a pool of capable candidates applying to an organisation for employment.

Costello (2016) postulated that recruitment is a set of activities and processes used to legally obtain an adequate number of the qualified applicant at the right place and time to enable applicant and the organization to select each other for their own optimum interest. El-Kot and Leat (2008) acknowledged that recruitment process begins with advertising existing vacancies. Breaugh and Starke (2010) highlighted that recruitment includes those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees. Gamage (2014) commented that a systematic recruitment process involves identifying vacancies, job analysis, job description, person specification and advertising.

According to Monday (2010) selection is a process of choosing from a group of applicants those individuals best suited for a particular position in an organization.

Mathis and Jackson (2006) contended that selection is the process of selecting the most suitable applicants. Ofori and Aryeetey (2011) argued that selection is the process by which specific instruments are engaged to choose from the pool of individuals most suitable for the job available. Gatewood, Field and Barrick (2008) emphasized that human resource selection is the process of collecting and evaluating information about the individual in order to extend the offer of employment. Gamage (2014) pointed that a systematic selection process involves the recruiting process, gathering information about qualified applicants, evaluating the qualification of each applicant and making decisions about employment.

Snell and Bohlander (2010) believed that selection is a process of choosing candidates with relevant qualifications to fill in the existing or projected job openings; that, it is the process of choosing the person(s) from a pool of potential candidates who meet the requirement of the vacancies identified in the organization. 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 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 contented 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 contented 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 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. Therefore, this study would investigate the recruitment and selection practices of organisations, using the Ghana Education Service (GES) Office in the Kumasi Metropolis as a case study.

1.2 Statement of the Problem

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 the Ghana Education Service (GES) Office in the Kumasi Metropolis 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. Therefore, this study would investigate the recruitment and selection practices of organisations, using the Ghana Education Service (GES) Office in the Kumasi Metropolis as a case study.

1.3 Purpose of the Study

The purpose of the study was to investigate the recruitment and selection practices of organisations, using the Ghana Education Service (GES) Office in the Kumasi Metropolis as a case study.

1.4 Objectives of the Study

1. To identify the recruitment and selection practices of the GES.
2. To examine how recruitment and selection practices affect the performance of staffs at the GES office in the Kumasi metropolis.
3. To assess the challenges faced by GES in recruitment, and selection process.

1.5 Research Questions

1. What are the recruitment and selection practices of the GES?
2. How can the recruitment and selection practices affect the performance of staffs at the GES?
3. What are the challenges faced by GES in recruitment, and selection process?

1.6 Significance of the study

The purpose of the study was to investigate the recruitment and selection practices of organisations, using the Ghana Education Service (GES) Office in the Kumasi Metropolis as a case study. A study of this calibre would help the GES to adopt measures in the context of human resource planning and development in relation to recruitment and selection practices. 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 GES human resources base.

1.7 Scope of the study

The purpose of the study was to investigate the recruitment and selection practices of organisations, using the Ghana Education Service (GES) Office in the Kumasi Metropolis as a case study. The study would be geographically delimited in scope to the Ghana Education Service (GES). Moreover, the study would conceptually delimited in scope to human resources management practices in recruitment and selection. Secondly, examining how recruitment and selection practices affect the performance or development of staffs at the GES and assessing the challenges affecting recruitment, selection and retention process in the GES.

1.8 Organisation of the study

The study was organized in five chapters. The first chapter which is the introduction covered 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 was followed by Chapter Two reviewed extensive related theoretical and empirical literature on the subject matter. Chapter Three looked at the methodology of the research which comprises the research design, the research population, sample and sampling technique. It also considered the sources of data and data collection instruments, methods of data collection and analysis. Chapter Four was dedicated to data analysis, findings and discussions. Finally, Chapter Five dealt with a summary of the study, conclusions drawn from the findings and recommendations of the study and suggestion.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter reviewed thorough literature to cover the concept of recruitment and selection, recruitment and selection and human resource development, recruitment and selection process and development of the organization, the process of recruitment, the selection process, recruiting sources/methods, challenges of recruitment and selection, empirical framework.

2.1 The Concept of Recruitment and Selection

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 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 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 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, 2009).

2.2 Recruitment and Selection and 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 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 then train for the skills" (Whitmell Associates, 2004). 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.

2.3 Recruitment and Selection Process and Development of the Organization

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.

Mullins (2009) 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.

2.4 The Process of Recruitment

Employee' recruitment is defined differently by researchers. Jovanovic (2014) defined recruitment as a process of attracting a great pool of high -quality applicants and to select the best among them. According to Opatha (2010) recruitment is the process of finding and attracting suitably qualified people to apply for job vacancies in the organization. Ofori and Aryeetey (2011) said that recruitment is the process of generating a pool of competent individuals to apply for employment within an organization. Bratton and Gold (2013) opined that recruitment is primarily concerned with the process of generating a pool of capable people to apply for employment to an organization. Bratton and Gold (2007) stated that recruitment is the process of generating a pool of capable candidates applying to an organisation for employment. Costello (2016) postulated that recruitment is a set of activities and processes used to legally obtain an adequate number of the qualified applicant at the right place and time to enable applicant and the organization to select each other for their own optimum interest.

El-Kot and Leat (2008) acknowledged that recruitment process begins with advertising existing vacancies. Breaugh and Starke (2010) highlighted that recruitment includes those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees. Gamage (2014) commented that a

systematic recruitment process involves identifying vacancies, job analysis, job description, person specification and advertising.

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 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

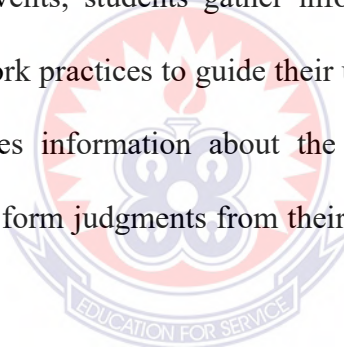
some recruitment methods are more effective than others in terms of the value of the employees recruited.

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 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, (1985) 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 (2017) 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 activities and awareness of employers' recruitment literature and events, students gather information about organization's goals, values, 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 socialisation 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 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).

2.5 The Selection Process

According to Mondy (2010) selection is a process of choosing from a group of applicants those individuals best suited for a particular position in an organization. Mathis and Jackson (2006) contended that selection is the process of selecting the most suitable applicants. Ofori and Aryeetey (2011) argued that selection is the process by which specific instruments are engaged to choose from the pool of individuals most suitable for the job available. Gatewood, Field and Barrick (2008) emphasized that

human resource selection is the process of collecting and evaluating information about the individual in order to extend the offer of employment. Gamage (2014) pointed that a systematic selection process involves the recruiting process, gathering information about qualified applicants, evaluating the qualification of each applicant and making decisions about employment.

Snell and Bohlander (2010) believed that selection is a process of choosing candidates with relevant qualifications to fill in the existing or projected job openings; that, it is the process of choosing the person(s) from a pool of potential candidates who meet the requirement of the vacancies identified in the organization. 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 characterised 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 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 sectorial circumstances and on the wider employment-management policies being pursued.

2.6 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 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 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. 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 “outsiders”. Time spent in training and socialization is also reduced. 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 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.

2.7 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 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 be 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 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. 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.

2.8 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 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, (2004) 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 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 utilised 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 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, (2017), 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, (2017) 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 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, (2016) 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.

2.9 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, 2017). 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 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.



CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter puts into focus the research methodology used in study. Aspects of research methodology contained in chapter include research design, target population, sample size and sample procedures. Included also in this chapter are data collection instruments, instrument's pretesting, and instrument's validity, instrument's reliability, as well as data collection procedures. Moreover, this section presents techniques of data collection, ethical considerations and methods of data analysis.

3.1 Research Design

Kothari (2014) defines research design as the arrangement of the conditions for the collections and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. The study would adopt a descriptive survey research design. According to Mugenda and Mugenda (2013), a survey is an attempt to collect data from members of a population in order to determine the current status of that population with respect to one or more variables. Survey research is considered as the best method available to social scientists and other educators who are interested in collecting original data for purposes of describing a population which is too large to observe directly. This research design was therefore found suitable in studying the purpose of the study is to investigate the recruitment and selection practices of organisations, using the Ghana Education Service (GES) Office in the Kumasi Metropolis as a case study.

Quantitative research gathers data in a numerical form which can be put into categories, or in rank order, or measured in units of measurement. This type of data

can be used to construct graphs and tables of raw data. Quantitative researchers aim to establish general laws of behavior and phenomenon across different settings/contexts. Research is used to test a theory and ultimately support or reject it. Experiments typically yield quantitative data, as they are concerned with measuring things. However, other research methods, such as controlled observations and questionnaires can produce quantitative information. The study used the quantitative research approach.

3.2 Population of the Study

A research population can be defined as the totality of a well-defined collection of individuals or objects that have a common, binding characteristics or traits (Polit et al., 2006). In Mugenda and Mugenda, (2013), a target population to that population to which the researcher wants to generalize the results of the study. Burns et al., (2013) added that a population is defined as all elements (individuals, objects and events) that meet the sample criteria for inclusion in a study. The population for the study was forty eight (48). The population comprise of the staff at the Ghana Education office in the Kumasi Metropolis.

3.3 Simple Size and Simple Techniques

Census method was used to select all the forty eight (48) participants for the study. Census method refers to the complete enumeration of a universe. A universe may be a place, a group of people or a specific locality through which we collect the data. Census method is necessary in some cases like population census, for gaining vast knowledge. Following are the advantages and disadvantages of census method of data collection. Data collection through census method gives opportunity to the investigator to have an intensive study about a problem study about a problem. The

investigator gathers a lot of knowledge through this method. In this method there would be higher degree of accuracy in data. No other method is accurate like census method when the universe is small. This method is also applicable for units having heterogeneity or difference. In certain cases this method is very important and suitable to be used for data collection. Without this method the study of a universe remains uncompleted. Following are the demerits of census method.

This method is inconvenient because it take much time, money and set of industrial organizations. This method is possible only in few cases of data collection. This method is possible only in limited universe it requires not vast area to study. It is much time and labour consuming. It requires a lot of people to involve in data collection. Data collected through this method would have more statistical errors. Census method of data collection is helpful only in an area where inquiry is limited, more time and finance available and data have high degree of accuracy otherwise not.

3.4 Data Collection Instruments

To ensure that data collected address the study objectives, the data collection instruments must be selected appropriately to avoid collecting irrelevant information, Odongo (2013). In this study, questionnaire would be prepared for purposes of obtaining data from the respondents. The questionnaire items comprised of closed - ended and open -ended items that offered to give the advantage of collecting both qualitative and quantitative information.

The questions would be divided into sections that covered the research objectives and research questions. The researcher would use the main primary data collection method that is structured questionnaire in soliciting data from the selected participants for the study. The questionnaire had four main sections, which were

designed in line with the research questions. The first section contained socio-demographic characteristics of the respondents and included their age, gender, working experience and level of education. This was primarily to enable the researcher to have background information of respondents.

Section Two identified the recruitment and selection practices of the GES. Section three examined how recruitment and selection practices affect the performance or development of staffs at the GES and section four assessed the challenges affecting recruitment, selection and retention process in the GES. The analysis of the study was based on the research objectives of the study.

3.4.1 Pre-Testing the Instruments

Instruments pre-testing, also known as piloting is a preliminary study conducted on small scale to ascertain the effectiveness of the research instruments, Alila (2011). A pre-test sample should be between 1% and 10% depending on the sample size, Mugenda, and Mugenda (2013). In this study the researcher would use a pre-test sample size equivalent to 10% of the study sample size, culminating into 5 respondents. Copies of questionnaire would be developed and self-administered to the pre-test sample that was similar to the actual study sample in its major characteristics. This was significant as it helped to reveal aspects of ambivalence depicted by the questionnaire items that were subsequently reframed relative to the responses obtained from the respondents.

3.5 Validity of the Instrument

Validity is a measure of the degree to which differences found with a measuring instrument depict true differences among the items being measured, Kothari (2014). In the perspective of Mugenda and Mugenda (2013), an instrument is validated by

providing that its items are representative of the skills and characteristics to be measured. Validity of the research instruments was reinforced by ensuring that the questionnaire items sufficiently covered the research objectives and this was subsequently confirmed by the pilot study. Other measures put in place to address issues of instrument validity took the form of exposing the questionnaire to the experts and peers for judgment and review, respectively. Validity of the instrument was also assured through randomization that proved helpful in checking the influence of extraneous variables. Randomization is considered crucial for it is the best technique of ensuring the representatives of the sample to the target population.

3.6 Data Collection Procedures

According to Kothari (2015), data collection procedures comprises of the steps and actions necessary for conducting the research effectively and the desired sequencing of these steps. The researcher embarked on the process of collecting data from the field upon preparation of a research proposal which was assessed, corrections affected and research permit obtained from the management of GES. With the research permit obtained, the researcher would hit the ground for data collection. Thereafter, three trained and well-motivated research assistants would be engaged in the actual data collection, while closely being supervised by the researcher. The research assistants would be informally trained before commencement of data collection process, especially on procedures of administration of data collection instruments to the respondents.

In order to increase the return rate, the researcher would adopt the steps proposed by Wiseman and McDonald (2010). These steps would involve preparing cover letters attached to each questionnaire disclosing the significant of the study as well as assuring

the respondents of the researcher's commitment to confidentiality. In this study, research assistants self-administered the data collection instruments to the respondents in batches of ten copies each, systematically until all were exhausted.

Given that the researcher was committed to collecting the desired data, the respondent would be advised to complete the questionnaire in the presence of the research assistants in order to address cases of misunderstandings that may arise. In the event that the respondents were not prepared to complete the questionnaire due to any other reason, arrangements would be made for the questionnaire to be collected later by the research assistants for purposes of enhancing questionnaire return rate.

3.7 Data Analysis

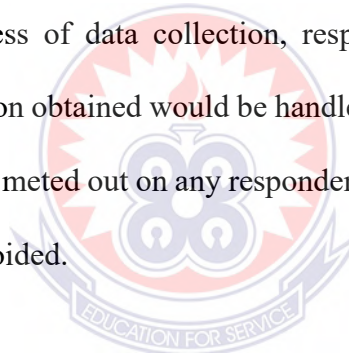
Given the fact that the study was descriptive in its major characteristics, descriptive statistics would be used as main method of data analysis. The analysis of the data would commence with editing and inspection of the pieces of data in order to identify simple mistakes, items that were wrongly responded to and any blank space left unfilled by the respondents. The computer statistical package for social scientists (SPSS version 20) would be used to process all the quantitative responses from the questionnaire. The questionnaire items would be sorted, coded and fed into SPSS program to generate frequencies and percentages and data would be presented using frequency distribution tables.

3.8 Ethical Considerations

According to Resnik (2011), there are several reasons for the adhering to ethical norms in research. Norms promote the aims of research, such as knowledge, falsifying or misrepresenting research data, promote the truth and avoid error. Moreover, since research often involves a great deal of cooperation and coordination among many

different people in different discipline and institutions, ethical standards promote the value that are essential to collaborative work, such as trust, accountability, mutual respect and fairness. For instance, many ethical norms in research , such as guidelines for relationships, copyright, and patency policies, data sharing policies and confidentiality and peer reviews are designed to protect intellectual property interest while encouraging collaborations. Many of the ethical norms help to ensure that researcher can be held accountable to the public.

William (2016) lists some of the ethical issues as informed consent, confidentiality and anonymity. Given the importance of ethical issues in several ways, the researcher would avoid taking any ones work and where someone's work was included, such were acknowledged. In the process of data collection, respondent's identities would be concealed and any information obtained would be handled with utmost confidence. No harm of any nature would be meted out on any respondent, aspects of privacy would be observed and any cruelty avoided.



CHAPTER FOUR

RESULTS AND DISCUSSION

4.0 Introduction

The purpose of the study was to investigate the recruitment and selection practices of organisations, using the Ghana Education Service (GES) Office in the Kumasi Metropolis as a case study. The specific objectives of the study were: a) identifying the recruitment and selection practices of the GES, b) examining how recruitment and selection practices affect the performance of teachers at the GES, c) assessing the challenges faced by GES in recruitment, and selection process.

4.1 Demographic Information

Table 1 portrays the demographic information of the teachers. The gender of the respondents, age, educational background and working experience of the participants were analysed.

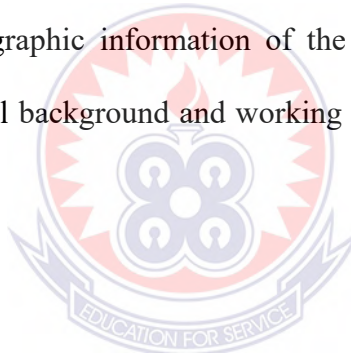


Table 1: Demographic Information of Staff in the Kumasi Metropolis

Gender	Frequency	Percentage (%)
Male	42	87.5
Female	6	12.5
Total	48	100.0
Age of the Respondents		
20-29 years	16	33.3
30-39 years	12	25.0
40-49 years	13	27.1
50-59 years	7	14.6
Total	48	100.0
Educational Background		
Diploma/HND	10	20.8
First Degree	22	45.8
Masters degree	16	33.3
Total	48	100.0
Working experience		
Less than 3 years	6	12.5
3-8 years	10	20.8
9-14 years	12	25.0
15-20	7	14.6
21 years and above	13	27.1
Total	48	100.0



Source: Researcher's survey, 2019

Table 1 shows that 87.5% of the staff in the Kumasi metropolis were males while 12.5% were females. The study indicates that 33.3% of the participants were between the ages 20-29 years, 27.1% of the participants were between the ages range 40-49 years, 25% were between the ages range 30-39 years while 14.6% of the participants were between the ages range 50-59 years.

The study results hold it that 45.8% of the respondents were first degree holders, 33.3% of the participants were Master's degree holders while 20.8% of the respondents were Diploma/HND holders.

The study results depict that 27.1% of the participants had more than 21 years working experience in the teaching profession, 25% of the participants had 9-14 years working experience, 20.8% of the participants had 3-8 years working experience, 14.6% of the participants had 15-20 years working experience while 12.5% of the participants had less than 3 years working experience.

4.2 Presentation of Research Objectives

This section contains tables that analysed and discussed the study objectives including identifying the recruitment and selection practices of the GES, examining how recruitment and selection practices affect the performance of teachers at the GES, and assessing the challenges faced by GES in recruitment, and selection process.

4.2.1 The recruitment and selection practices of the GES

The first objective of the study was to identify the recruitment and selection practices of the GES. Table 2 assessed the recruitment and selection practices of the GES.

Table 2: The Recruitment and Selection Practices of the GES

<i>Recruitment method</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>Mean X</i>	<i>Ranking</i>
Professional association(s)	0	0	0	47	1	1.34	1 st
Newspaper advert	0	0	0	45	3	1.28	2 nd
TV advert	0	0	0	42	6	1.27	3 rd
In-house (internal recruitment)	0	0	7	41	0	1.25	4 th
Employee referrals	6	2	2	38	0	1.24	5 th
Radio advert	7	8	3	30	0	1.23	6 th
Employment agents	11	10	6	21	0	1.22	7 th
Internet recruitment	35	13	0	0	0	1.21	8 th
Labour office	29	8	11	0	0	1.20	9 th
Recruitment from school	27	13	8	0	0	1.15	10 th
Average Total	115	54	37	264	10		
Average Percent (%)	24	11.3	7.7	55	2		

Source: Researcher's survey, 2019

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

The study findings revealed that an average of 55% of the respondents agreed that the frequently used recruitment methods used by the GES were professional association(s) (mean score - 1.34, ranked 1st), newspaper advert (mean score - 1.28, ranked 2nd), TV advert (mean score - 1.27, ranked 3rd), in-house (internal recruitment) (mean score - 1.25, ranked 4th), employee referrals (mean score - 1.24, ranked 5th), radio advert (mean score - 1.23, ranked 6th), employment agents (mean score - 1.22, ranked 7th), internet recruitment (mean score - 1.21, ranked 8th), labour office (mean score - 1.20, ranked 9th) and recruitment from school (mean score - 1.15, ranked 10th).

These results are in agreement with Burack, (2015), he indicated that 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 (2017) 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.

Table 3 Employee selection practices

<i>Selection method</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>Mean X</i>	<i>Rank</i>
Screening	0	0	0	41	7	1.43	3 rd
Selection tests	0	0	0	42	6	1.44	2 nd
Reference and background check	0	0	0	39	9	1.24	5 th
Interview	0	0	0	40	8	1.35	4 th
Physical examination	0	0	0	38	10	1.22	6 th
Job offer	0	0	0	43	5	1.45	1 st
Total Average	0	0	0	243	45		
Total Percent (%)	0	0	0	84	16		

Source: Researcher's survey, 2019

The study findings revealed that an average of 84% of the respondents agreed that the frequently used selection methods used by the GES were screening (mean score - 1.43, rank 3rd), selection tests (mean score - 1.44, rank 2nd), reference and background check (mean score - 1.24, rank 5th), interview (mean score - 1.35, rank - 4th), physical

examination (mean score - 1.22, rank 6th) and job offer (mean score - 1.45, rank 1st). These results are in disagreement with Lo et al (2009), they mentioned lack of selection interview skills and retention awareness among the owners of small industries as a challenge facing selection process in small industries. The respondents further stated that majority of them don't know how to conduct effective selection interview also don't have an idea of what employees' retention is and its positive effects on their industries. The implication of this is that, small industries end up selecting employees who are not competent to deliver what is expected from them and the same time do not value and see the necessity of implementing retention as something very important for performance of their Industries also ignore and see any retention idea brought to them as a threat to their industries which in turn affects industry performance.

4.2.2 How recruitment and selection practices affect the performance of Staffs at the GES Office in the Kumasi Metropolis

The second objective of the study was to examine how recruitment and selection practices affect the performance of teachers at the GES. Table 4 examined how recruitment and selection practices affect the performance of teachers at the GES.



Table 4: How recruitment and selection practices affect the performance of Staff at the GES in Kumasi Metropolis.

Statement	1 n(%)	2 n(%)	3 n(%)	4 n(%)	5 n(%)
Recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes.	2 (4.2)	0	7 (14.6)	5 (10.4)	34 (70.8)
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.	0	3 (6.2)	5 (10.4)	11 (22.9)	29 (60.4)
Recruitment and selection play a pivotally important role in shaping an organization's effectiveness and performance	4 (8.3)	0	4 (8.3)	29 (60.4)	11 (22.9)
The recruitment and selection of employees is fundamental to the functioning of an organization.	17 (35.4)	0	2 (4.2)	10 (20.8)	19 (39.6)
Recruiting and selection is very important for the survival of every 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.	14 (29.2)	0	7 (14.6)	10 (20.8)	17 (35.4)
When employees are developed it help increase their performance and help sustain the growth of organizations.	-	6 (12.5)	-	34 (70.8)	8 (16.7)

Source: Researcher's survey, 2019

The study indicates that 34 respondents representing 70.8% agreed that recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes, 7 respondents representing 14.6% were neutral, 5 respondents representing 10.4% agreed, while 2 respondents representing 4.2% strongly disagreed. Moreover, 29 respondents representing 60.4% strongly agreed that

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, 11 respondents representing 22.9% agreed, 5 respondents representing 10.4% were neutral, while 3 respondents representing 6.2% disagreed. Furthermore, 29 respondents representing 60.4% agreed that recruitment and selection play a pivotally important role in shaping an organization's effectiveness and performance, 11 respondents representing 22.9% strongly agreed, while 4 respondents representing 8.3% strongly disagreed and were neutral respectively. Also, 19 respondents representing 39.6% strongly agreed that the recruitment and selection of employees is fundamental to the functioning of an organization, 17 respondents representing 35.4% strongly disagreed, 10 respondents representing 20.8% agreed, while 2 respondents representing 4.2% were neutral.

To add more, 17 respondents representing 35.4% strongly agreed that recruiting and selection is very important for the survival of every 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, 14 respondents representing 29.2% strongly disagreed, 10 respondents representing 20.8% agreed, while 7 respondents representing 14.6% were neutral. The study result indicate that 34 respondents representing 70.8% agreed that when employees are developed it help increase their performance and help sustain the growth of organizations, 8 respondents representing 16.7% strongly agreed, while 6 respondents representing 12.5% disagreed.

These results are in agreement with Ballantyne, (2009), he revealed that 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.

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.

4.2.3 The challenges faced by GES in recruitment, and selection process

The third objective of the study was to assess the challenges faced by GES in recruitment, and selection process. Table 5 evaluated the challenges faced by GES in recruitment, and selection process.

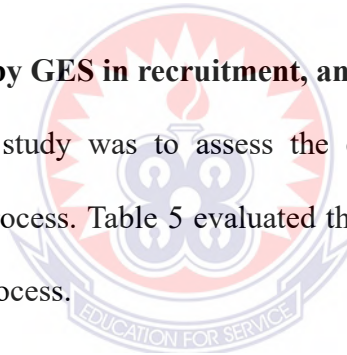


Table 5: The challenges faced by GES in recruitment, and selection process

Recruitment and selection Challenges	1 n(%)	2 n(%)	3 n(%)	4 n(%)	5 n(%)
Poor human relations planning	7 (14.6)	6 (12.5)	-	27 (56.2)	8 (16.7)
Competency level on the part of employee	8 (16.7)	13 (27.1)	-	18 (37.5)	9 (18.8)
Lack of experience of employer	6 (12.5)	6 (12.5)	-	26 (54.2)	10 (20.8)
Ineffective job analysis	13 (27.1)		-	13 (27.1)	22 (45.8)
Ineffective selection methods	2 (4.2)	0	7 (14.6)	5 (10.4)	34 (70.8)
Involvement of agents	0	3 (6.2)	5 (10.4)	11 (22.9)	29 (60.4)
Lack of awareness on the part of employees	4 (8.3)	0	4 (8.3)	29 (60.4)	11 (22.9)
Cost of recruitment and selection of employees	17 (35.4)	0	2 (4.2)	10 (20.8)	19 (39.6)
Low confidence level on the part of the employee	14 (29.2)	0	7 (14.6)	10 (20.8)	17 (35.4)
Low educational level of workers	-	6 (12.5)	-	34 (70.8)	8 (16.7)
Lack of clear definition of job vacancy	13 (27.1)		-	13 (27.1)	22 (45.8)
Employer employee relationship	2 (4.2)	0	7 (14.6)	5 (10.4)	34 (70.8)
Inadequate information on the available vacancy.	0	3 (6.2)	5 (10.4)	11 (22.9)	29 (60.4)
Lack of human relations department	4 (8.3)	0	4 (8.3)	29 (60.4)	11 (22.9)
Poor working condition of workers	17 (35.4)	0	2 (4.2)	10 (20.8)	19 (39.6)

Source: Researcher's survey, 2019

Table 5 indicates that 27 respondents representing 56.2% agreed that poor human relations planning can affect recruitment and selection practices, 8 respondents representing 16.7% strongly agreed, 7 respondents representing 14.6% strongly disagreed, while 6 respondents representing 12.5% disagreed. Moreover, 18 respondents representing 37.5% agreed that competency level on the part of employee can affect recruitment and selection practices, 9 respondents representing 18.8% strongly agreed, 13 respondents representing 27.1% disagreed, while 8 respondents representing 16.7% strongly disagreed. Furthermore, 26 respondents representing 54.2% agreed that lack of experience of employers can affect recruitment and selection practices, 10 respondents representing 20.8% strongly agreed, while 6 respondents representing 12.5% disagreed and strongly disagreed respectively.

These results are in agreement with 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.

Also, 22 respondents representing 45.8% strongly agreed that ineffective job analysis can affect recruitment and selection process, while 13 respondents representing 27.1% agreed and strongly disagreed. To add more, 34 respondents representing 70.8% strongly agreed that ineffective selection methods can affect recruitment and selection practices, 7 respondents representing 14.6% were neutral, 5 respondents representing 10.4% agreed, while 2 respondents representing 4.2% strongly disagreed.

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 utilised and more with the traditional perception of what constitutes effective, valid recruitment and selection practices.

The study results revealed that 29 respondents representing 60.4% strongly agreed that involvement of agents can negatively influence recruitment and selection practices, 11 respondents representing 22.9% agreed, 5 respondents representing 10.4% were neutral, while 3 respondents representing 6.2% disagreed. Moreover, 29 respondents representing 60.4% agreed that lack of awareness on the part of employees can affect recruitment and selection practices, 11 respondents representing 22.9% strongly agreed, while 4 respondents representing 8.3% strongly disagreed and were neutral respectively. To add more, 19 respondents representing 39.6% strongly agreed that cost of recruitment and selection of employees can affect recruitment of employees, 17 respondents representing 35.4% strongly disagreed, 10 respondents representing 20.8% agreed, while 2 respondents representing 4.2% were neutral. Furthermore, 17 respondents representing 35.4% strongly agreed that low confidence level on the part of the employee can affect recruitment and selection practices, 14 respondents representing 29.2% strongly disagreed, 10 respondents representing 20.8% agreed, while 7 respondents representing 14.6% were neutral. Also, 34 respondents

representing 70.8% agreed that low educational level of workers can influence the recruitment and selection practices, 8 respondents representing 16.7% strongly agreed, while 6 respondents representing 12.5% disagreed. Moreover, 22 respondents representing 45.8% strongly agreed that lack of clear definition of job vacancy can affect the recruitment and selection practice, while 13 respondents representing 27.1% agreed and strongly disagreed.

The study results indicate that 34 respondents representing 70.8% strongly agreed that employer employee relationship can influence recruitment and selection practice, 7 respondents representing 14.6% were neutral, 5 respondents representing 10.4% agreed, while 2 respondents representing 4.2% strongly disagreed. Also, 29 respondents representing 60.4% strongly agreed that inadequate information on the available vacancy can affect the practice, 11 respondents representing 22.9% agreed, 5 respondents representing 10.4% were neutral, while 3 respondents representing 6.2% disagreed. Furthermore, 29 respondents representing 60.4% agreed that lack of human relations department affects recruitment and selection practice, 11 respondents representing 22.9% strongly agreed, while 4 respondents representing 8.3% strongly disagreed and were neutral respectively. To add more, 19 respondents representing 39.6% strongly agreed that poor working condition of workers can affect recruitment and selection practice, 17 respondents representing 35.4% strongly disagreed, 10 respondents representing 20.8% agreed, while 2 respondents representing 4.2% were neutral.

These results are in agreement with Pilbeam and Corbridge, (2016), they provided 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 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.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.0 Introduction

This chapter is the final chapter of the study. It comprises of the summary of the main findings of the study, conclusion and recommendations made.

5.1 Summary of Findings

The purpose of the study was to investigate the recruitment and selection practices of organisations, using the Ghana Education Service (GES) as case study. The study adopted a descriptive survey research design. Quantitative research approach was used. The population for the study was forty eight (48). The population comprised staff of the Ghana Education office in the Kumasi Metropolis. Census method was used to select all the forty eight (48) participants for the study. Questionnaire was the main instrument used to gather primary data. The computer statistical package for social scientists (SPSS version 20) was used to process all the quantitative responses from the questionnaire.

5.1.1 Objective One

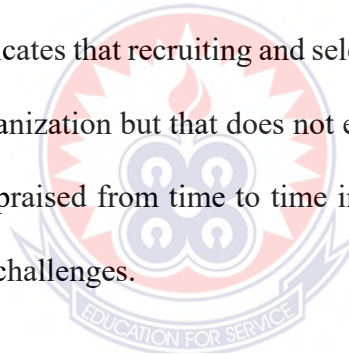
To identify the recruitment and selection practices of the GES.

- The study revealed the frequently used recruitment methods used by the GES were professional association(s), newspaper advert, TV advert, in-house (internal recruitment) , employee referrals, radio advert, employment agents, internet recruitment, labour office and recruitment from school.
- The study again revealed that the frequently used selection methods used by the GES were screening, selection tests, reference and background check, interview, physical examination and job offer.

5.1.2 Objective Two

To examine how recruitment and selection practices affect the performance of teachers at the GES.

- The study indicates that recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes.
- The study also indicates that 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.
- The study again indicates that recruitment and selection play a pivotally important role in shaping an organization's effectiveness and performance.
- The study further indicates that recruiting and selection is very important for the survival of every 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.



5.1.3 Objective Three

To assess the challenges faced by GES in recruitment, and selection process.

- The study indicates that poor human relations planning affect recruitment and selection practices. Therefore, competency level on the part of employee can affect recruitment and selection practices.
- It was revealed that lack of experience of employers and ineffective job analysis can affect recruitment and selection process.
- The study indicates that employer and employee relationship can influence recruitment and selection practice.

5.3 Conclusions

From a human resource management perspective, recruitment and selection reflect broader staffing strategies, and represent the first stage of the management of human resources (employees) towards organisational goals. Recruitment and selection can be considered as the most difficult and yet the most crucial of all human resource management strategies.

The study findings concluded that the frequently used recruitment methods used by the GES were professional association(s), newspaper advert, TV advert, in-house and (internal recruitment). Moreover, the frequently used selection methods used by the GES were screening, selection tests, reference and background check, interview, physical examination and job offer. Recruitment and selection has an important role to play in ensuring worker performance and positive organizational outcomes and played a pivotally important role in shaping an organization's effectiveness and performance.

The challenges affecting recruitment, selection and retention process in the GES were poor human relations planning, lack of experience of employers, ineffective job analysis, ineffective selection methods, lack of awareness on the part of employees, cost of recruitment and selection of employees, low confidence level on the part of the employee, low educational level of workers, and lack of clear definition of job vacancy affected the recruitment and selection practices.

5.4 Recommendations

From the study it is realized that recruitment and selection is of great importance to every organization, though an integral part of human resource planning and development, its application and operation and challenges makes its practice quite

difficult. These recommendations are therefore made to help make these practices more effective.

All applicants must be treated fairly; issues of favouritism should be avoided while giving the chance to all. Employee referrals though a good idea should be minimized to cater for a certain number of people rather than a whole scale opportunity. That gives room to favouritism and at times employment of individuals who might not contribute meaningfully to organizational output.

The human resource department should appraise employees to help them give off their best and help improve performance of employees; this will always keep employees on their toes to give off their best.

Refresher courses must be organized for employees for them to be abreast with trends in the ever growing market. It was revealed in the analysis that key talents are difficult to come by, the GES can help upgrade the skills of some of its staff in areas they find difficult to recruit in the market. This will also go a long way to help staff contribute to the success of the GES make plans based on accurate records.

5.5 Suggestions for Further Research

According to the recommendations of the study, the researcher recommended that a similar research should be conducted to assess human resource planning on organisational behaviour and performance, using the Ghana Education Service as case study.

REFERENCES

- Adi, D.Y. (2010). *Motivation as a means of effective staff productivity in the public sector*. A case study on Nigerian Immigration service, Borno state of Nigeria. School University of Maiduguri. Nigeria.
- Asiedu-Appiah, F., Kontor, E., & Asamoah, D. (2013). Effect of human resource management practices on employee retention: perspectives from the mining industry in Ghana. *International Research Journal of Arts and Social Sciences*, 2 (2), 30-48.
- Armstrong, M. (2011). *A Handbook of Personnel Management Practice, (4th ed)*, Kogan Page, London.
- Bingley, P. & Niels Westergaard, N. (2014). *Personnel Policy and Profit, Journal of Business Research*, 57: 557-563.
- Blackford, W. P. & Newcomb, K. M. (2012). *Strategic Human Resource Management*, Dryden Press, Florida, USA.
- Burack, E. H. & Mathys, N. J. (2015). *Human Resource Planning, Lake Forrest*, Il Brace-Park Press.
- Bohlander, G., Snell, S., & Sherman, A. (2011). *Managing human resources*. New York: South- Western College.
- Boxall, P., Purcell, J., & Wright, P.M. (2007). *Human Resource management: Scope, scope analysis and significance. The handbook of human resource management*. Oxford: Oxford University Press.
- Bratton J., & Gold, J. (2013). *Human Resource Management: Theory and Practice* (3rd ed), New York: Palgrave Macmillan.
- Bratton, J., & Gold, J. (2007). Reward management. In: J. Bratton & J. Gold (Eds.). *America's Best-Run Companies*, Harper Collins Publishers, London

- Breaugh J.A., & Starke, M. (2010). Research on Employee Recruitment: So Many Studies, So Many Questions. *Journal of Management*, 26(3), 405-434.
- Brewster, C., Sparrow, P., & Vernon, G. (2007). *International Human Resource Management*. London. United Kingdom. Chartered Institute of Personnel and development.
- Briggs, R. B. (2007). Problems of recruitment in civil service: Case of the Nigerian civil Service. *African Journal of Industry Management*, 1(6), 142-153.
- Cascio, W.F. (2013). *Managing human resources productivity, Quality of work life and profit* (6th ed.). Boston. McGraw-Hill, Irwin.
- Costello, D. (2016). Leveraging the Employee Life Cycle, *CRM Magazine*, 10 (12), 48-48.
- Cutler, G. (2011). Internet summons pete to jump ship. *Research Technology Management*, 44, 58-59.
- Costello, D. (2016). *Leveraging the Employee Life Cycle*, *CRM Magazine*, 10 (12), 48-48.
- Cran C. (2015). *Employee Retention Strategy, How to Attract and Retain Top Performers*, Sada NY, Blue Boulder Internet Publishing.
- Dess, G., G. and Jason, D. Shaw (2011). *Voluntary turnover, social capital, and Organizational performance*, *Academy of Management Review*, 26(3): 446-456.
- Dessler, G. (2008). *Personnel Management*, Reston, Va: Reston Publishing Co.
- Dessler, Gary (2010). *Human Resource Management*, (8th ed). New Jersey, USA, 2000.
- Delery, J. E. & Doty. D. H. (2016). *Modes of Theorizing in Strategic Human Resource Management: Tests of Universalistic, Contingency and Configuration Performance Predictions*, *Academy of Management Journal*. 39, 802-835.

- Drucker, P. (2009). Knowledge-Worker productivity: The Biggest challenge, *California Management Review* 41(2): 79-94.
- Drucker, J. White, G., Hegewisch, A. & Mayne, L. (2016), Between Hard and Soft HRM: *Human Resource Management in the Construction Industry, Construction Management and Economics*, 14:405-416.
- Davis, J. H., Schoorman, F. D., Mayer, R. C., & Tan, H. H. (2010). The trusted general manager and industry unit performance: Empirical evidence of a competitive advantage. *Strategic Management Journal*, 21(5), 563-576.
- El-Kot, G., & Leat, M. (2008). A survey of recruitment and selection practices in Egypt. *Contemporary Middle Eastern Issues*.
- Farazmand, A. (2007). *Strategic personnel administration: Building and managing human capital for 21st century*. Green Wood Publishing Group.
- Foot, M., & Hook, C. (2010). *Introducing Human Resource Management*. Pearson education. UK.
- Farnham, B. (2010). Performance Appraisal Satisfaction and Employee Outcome: Mediating and moderating roles of work motivation. *International Journal of Human Resource Management*, 17(3).
- French, W. L. (2012). *The Personnel Management Process, (5th ed)*.. Boston: Houghton Mifflin.
- Gary, D. (2010). *Human Resource Management*, Prentice Hall Incorporated, (8th ed), Upper Saddle River, New Jersey.
- Gale Group. (2004). *Formula for retention-chief executive guide*. The war for talent-employee retention, look smart. Retrieved on March 10, 2019 from http://findarticles.com/p/articles/m_m4070/1s_146/ai_53427062/print.

- Gatewood, R. D., Field, H. S., & Barrick, M. (2008). *Human Resource Selection*. Thomson South-Western, Mason.
- Gamage, A. S. (2014). Recruitment and selection practices in manufacturing SMEs in Japan: An analysis of the link with business performance. *Ruhuna Journal of Management and Finance*, 1(1), 37-52.
- Gould, R. (2014). *Gaining a Competitive Edge through Human Resource Strategies*, Human Resource Planning.
- Huselid, M. A. (2015). The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance, *Academy of Management Journal*, 38: 635–672.
- Jovanovich, D. M. (2014). *Research, Evaluation, Planning and Assessment Experience*. John Tyler Community College, Midlothian, Virginia.
- Johnston, R. (2009). *Supporting Learning in The Third Millennium*. Human Resource Development, Learning. J. P. Wilson. Herndon, Stylus Publishing: 475-494.
- Jovanovic, B. (2014). *Selection and the Evolution of Industry*. *Econometrica*, 50(3): 649-670.
- Kalimullah, A.R., Yagoubi, N. M., & Moloudi, J. (2010). Survey of relationship between organizational justice and empowerment. A case study. *European Journal of Economics, Finance and Administrative Sciences*, 24, 165-171.
- Kaplan, R.S., & Norton, D.P. (2014). Measuring the Strategic Readiness of Intangible Assets. *Harvard Industry Review*, 82(2), 52-64.
- Kaplan, R. S. & Norton, D. P. (2014). *Strategy Maps: Converting Intangible Assets Into Tangible Outcomes*, Boston, Harvard Business School Press.

- Kaplan, R. S., & Norton, D. P. (2004). *Measuring the Strategic Readiness of Intangible Assets*, *Harvard Business Review* 82(2): 52-64.
- Kelly D. (2016). *Human Resource Development: For Enterprise and Human Development*, <http://ro.uow.edu.au/artspapers/114>.
- Kersley, Barbara and Christopher Martin (2017). *Productivity Growth, Participation and Communication*, *Scottish Journal of Political Economy*, 44(5): 485-501.
- Lo, M., Ramayah, T., & Min, H.W. (2009). Leadership styles and Organizational Commitment: A Test on Malaysia Manufacturing Industry. *African Journal of Marketing Management*, 1(6), 133-136.
- Mathis, R.L., & Jackson, J.H. (2006). *Human Resource Management*, (11th ed), Thomson South-Western, USA.
- Mondy, R.W. (2010). *Human Resource Management*, (11th ed). Upper Saddle River, New Jersey: Prentice Hall.
- Miyake, D. (2012). Implementing Strategy with the Balanced Scorecard: *An Introduction to the Strategy-Focused Organization*, *DM Review*.
- Mullins, L. J. (2009). *Management and Organizational Behaviour*, (5th ed), Pearson Education, Essex.
- Neal, A., West, M.A., & Patterson, M.G. (2005). Do organizational Climate and Competitive Strategy Moderate the relationship between human resource management and productivity? *Journal of Management*, 31(4), 492-512.
- Oehley, A. (2007). *The development and evaluation of a partial talent management competency model*. University of Stellenbosch: Stellenbosch.
- Ofori, D., & Aryeetey, M. (2011). Recruitment and selection practices in small and medium enterprises. *International Journal of Business Administration*, 2(3):45-60.

- Okoh, A.O. (2015). *Personnel and human resources management in Nigeria*. Lagos: Amfitop Books
- Odiorne, G. S. (2014). *Human Resources Strategies for the Nineties*, Hax. Schuler,
- Pilbeam, S., & Corbridge, M. (2016). *People Resourcing. Contemporary Human Resource Management in Practice*. London. Prentice Hall.
- Rauf, M.A. (2007). HRM sophistication and SME performance: A case of ready made garment manufacturers and exporters in Lahore. Pakistan Report, London: HMS
- Randall, S. (2017). *Personnel and Human Resource Management*, (3rd ed), London. Prentice Hall.
- Shadare, O.A., & Hammed, T. A. (2009). Influence of work motivation, Leadership effectiveness and time management on employees' performance in some selected industries in Ibadan, Oyo state, Nigeria. *European Journal of Economics, Finance and Administrative Sciences*,1(6),7-17.
- Sharma, P., Chrisman, J.J., Pablo, A.L., & Chua, J.H. (2011). Determinants of initial satisfaction with the succession process in family firms: A conceptual model. *Entrepreneurship Theory and Practice*, 25(3), 17-35.
- Sinha, V.,& Thaly, P. (2013). A review on changing trend of recruitment practice to enhance the quality of hiring in global organizations. *Management*, 18(2), 141-156.
- Snell, S., & Bohlander, G.W. (2010). *Managing Human Resources*. Mason. OH: South-Western Cengage Learning.
- Stahl, M.L. (2014). *Encyclopaedia of health care management*. London. Oxford University Press.

Syed, Z. J. W. (2012). Universalistic perspective of HRM and organizational performance: meta- analytical study. *International Bulletin of Business Administration, 13(3)*.

Smith, J. J., & Robertson, W. M. (2009). *Manpower Planning and Development*, The Developing World, International Human Resources Development Corporation. Boston, Massachusetts.

Stoner, I., & Freeman, B. (2012). *Tools for Manpower Planning*, The World Bank Models.

Walker, J. (2010). *Human Resource Planning*, New York: McGraw-Hill Book Co.,

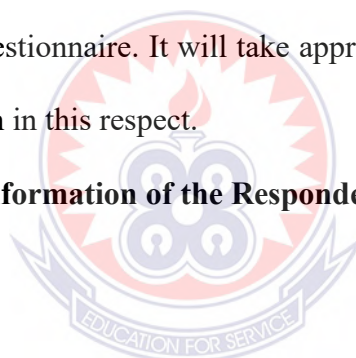
Whitmell Associates (2014). *Workforce and Succession Planning in the Libraries of the Australian Technology Network, Preparing for Demographic Change*. Ontario, Canada.



APPENDIX

**UNIVERSITY OF EDUCATION, WINNEBA
DEPARTMENT OF MANAGEMENT STUDIES
QUESTIONNAIRES FOR THE RESPONDENTS**

I am studying a Master Program at the University of Education, Kumasi Campus. I have designed the following questionnaire to **INVESTIGATING THE RECRUITMENT AND SELECTION PRACTICES OF ORGANISATIONS: A CASE STUDY OF THE GHANA EDUCATION SERVICE OFFICE IN THE KUMASI METROPOLIS**. The responses you provide to aid this study is purely for academic purposes and will be treated with the utmost confidentiality. I would highly appreciate if you fill this questionnaire. It will take approximately 10-15 minutes. We expect your kind cooperation in this respect.



Section A: Demographic Information of the Respondents

1. Gender:

Male [] Female []

2. Age of respondent:

26-35 years [] 36-45 years [] 46-55 years [] 56-65 years [] above 66 years

3. Academic attainment:

Bachelor's degree [] Master's degree [] PhD [] Others [] please specify

.....

Section B: The recruitment and selection practices of the GES.

Which of these employee recruitment practices identified in the study does the GES often use? using 1 to 5 scales,

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

Recruitment method	Ranking				
	1	2	3	4	5
Internet recruitment					
Radio advert					
TV advert					
Newspaper advert					
Professional association(s)					
Employment agents					
Employee referrals					
Door to door					
Telephone					
Recruitment from school					
Job fairs					
Talent hunting					
Job proofing					
In-house (internal recruitment)					
Initial job offers					
Labour office					

Which of these employee selection practices identified in the study does the GES 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					



Section C: How recruitment and selection practices affect the performance or development of Staffs at the GES Office in the Kumasi Metropolis.

Please rank the following statement on the Likert scales ranging from strongly disagree to strongly agree;

Where; 1= strongly disagree, 2= disagree, 3= not sure, 4= agree, 5= strongly agree

Statement(s)	1	2	3	4	5
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.					
Recruitment and selection play a pivotally important role in shaping an organization's effectiveness and performance.					
The recruitment and selection of employees is fundamental to the functioning of an organization.					
Recruiting and selection is very important for the survival of every 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.					

Has the recruitment and selection practice of the GES affected your performance?

Yes []

No []

Other []

Section D: The challenges affecting recruitment, selection and retention process in the GES.

Please rank the following statement on the Liker scales ranging from strongly disagree to strongly agree;

Where; 1= strongly disagree, 2= disagree, 3= not sure, 4= agree, 5= strongly agree

Recruitment and selection Challenges	Ranking				
	1	2	3	4	5
Poor human relations planning					
Competency level on the part of employee					
Lack of experience of employer					
Ineffective job analysis					
Ineffective selection methods					
Involvement of agents					
Lack of awareness on the part of employees					
Cost of recruitment and selection of employees					
Low confidence level on the part of the employee					
Low educational level of workers					
Lack of clear definition of job vacancy					
Employer employee relationship					
Inadequate information on the available vacancy.					
Lack of human relations department					
Poor working condition of workers					
Location of available job.					

THANK YOU FOR ANSWERING THE QUESTIONS