UNIVERSITY OF CAPE COAST

INSTITUTE FOR DEVELOPMENT STUDIES

EXAMINATION OF RECRUITMENT AND SELECTION PRACTICES

AT COCOA PROCESSING COMPANY LIMITED, TEMA

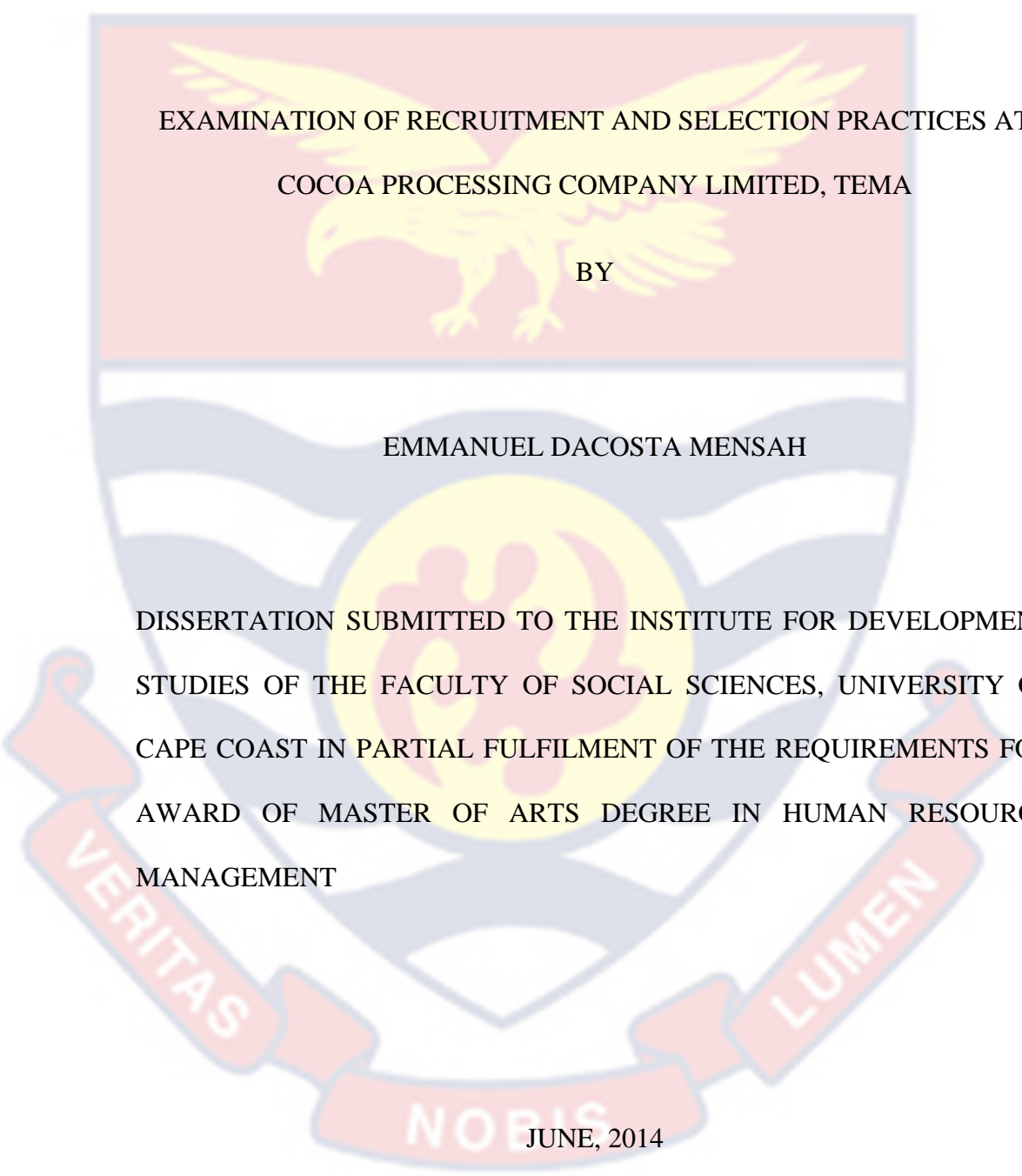**EMMANUEL DACOSTA MENSAH**

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UNIVERSITY OF CAPE COAST

EXAMINATION OF RECRUITMENT AND SELECTION PRACTICES AT

COCOA PROCESSING COMPANY LIMITED, TEMA

BY

EMMANUEL DACOSTA MENSAH

DISSERTATION SUBMITTED TO THE INSTITUTE FOR DEVELOPMENT

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AWARD OF MASTER OF ARTS DEGREE IN HUMAN RESOURCE

MANAGEMENT

JUNE, 2014

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate' Signature: …………………………… Date:………………....

Name: Emmanuel Dacosta Mensah

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature:……………….......................... Date.............................

Name: Prof. Francis Eric Amuquandoh

ABSTRACT

Recruitment and selection are key components to every successful human resource policies. The study examines the recruitment and selection processes of Cocoa Processing Company Limited, Tema.

A total of 122 employees comprising 86 junior staff and 36 senior staff of the company were randomly selected to participate in the study while 6 management staff and the human resource manager of the company were purposely selected. Questionnaires were used to solicit data from employees whiles an in-depth interview guide was used to solicit data from the management staff and the human resource manager. T-test and one way analysis of variance were used to analyse the quantitative data while the qualitative data was inductively synthesised and analysed.
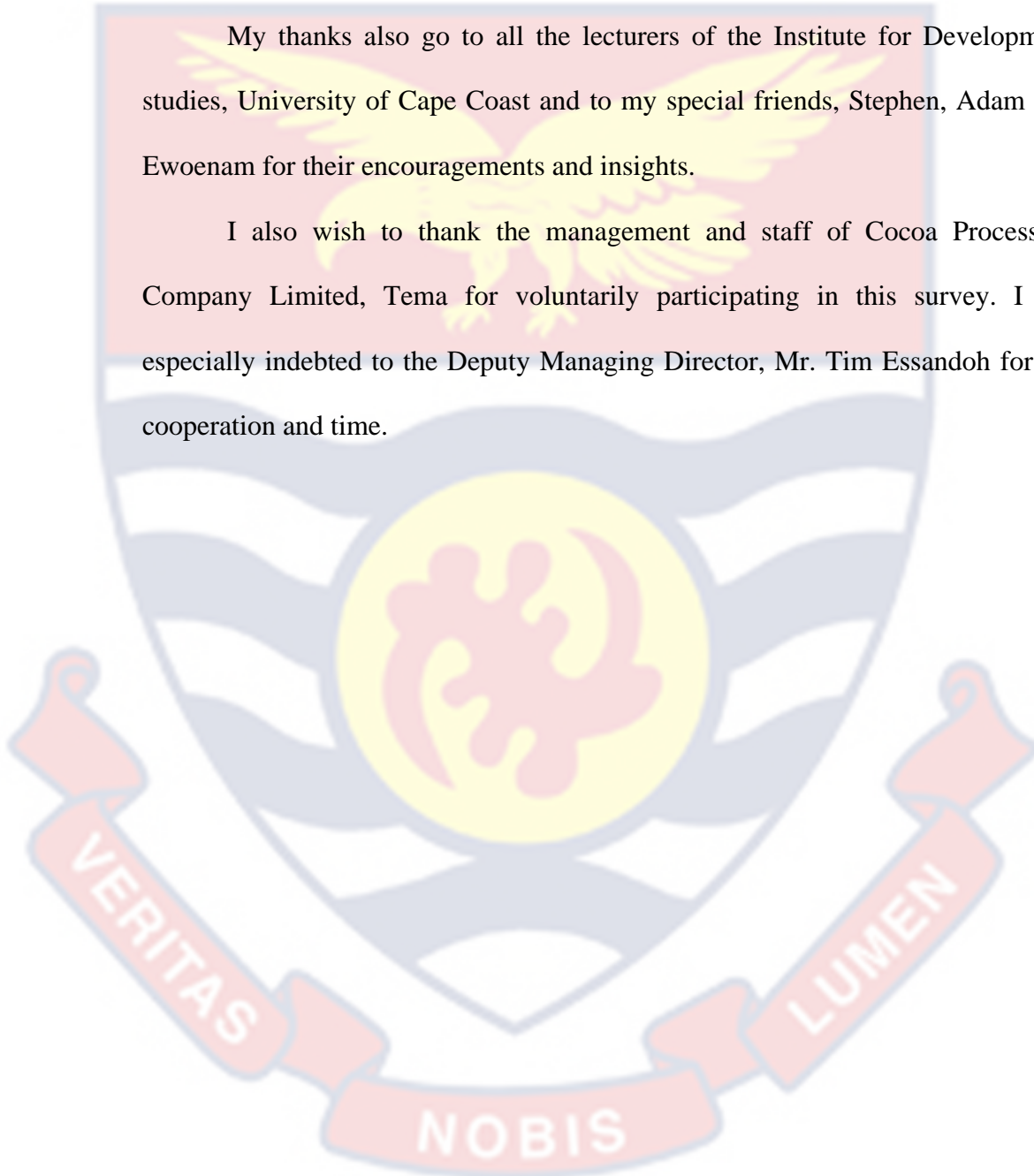
The results of the study indicated that the mass media namely newspaper adverts, radio adverts and television adverts as well as the referrals by existing employees were the major sources of recruitment in the company. Employees' assessment of recruitment in the company was positive whiles that of selection was negative. Employees' assessment of the recruitment and selection process varied by their profile whiles the main challenge encountered in recruitment and selection in the company was pressure from top managers to impose their candidates on human the resource division. It was therefore recommended that referrals from existing employees should not be used as a source of recruitment and also management should desist from interfering in the recruitment and selection process.

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My deepest gratitude goes to my supervisor; Prof. Francis Eric Amuquandoh for his understanding, support and guidance.

My thanks also go to all the lecturers of the Institute for Development studies, University of Cape Coast and to my special friends, Stephen, Adam and Ewoenam for their encouragements and insights.

I also wish to thank the management and staff of Cocoa Processing Company Limited, Tema for voluntarily participating in this survey. I am especially indebted to the Deputy Managing Director, Mr. Tim Essandoh for his cooperation and time.

DEDICATION

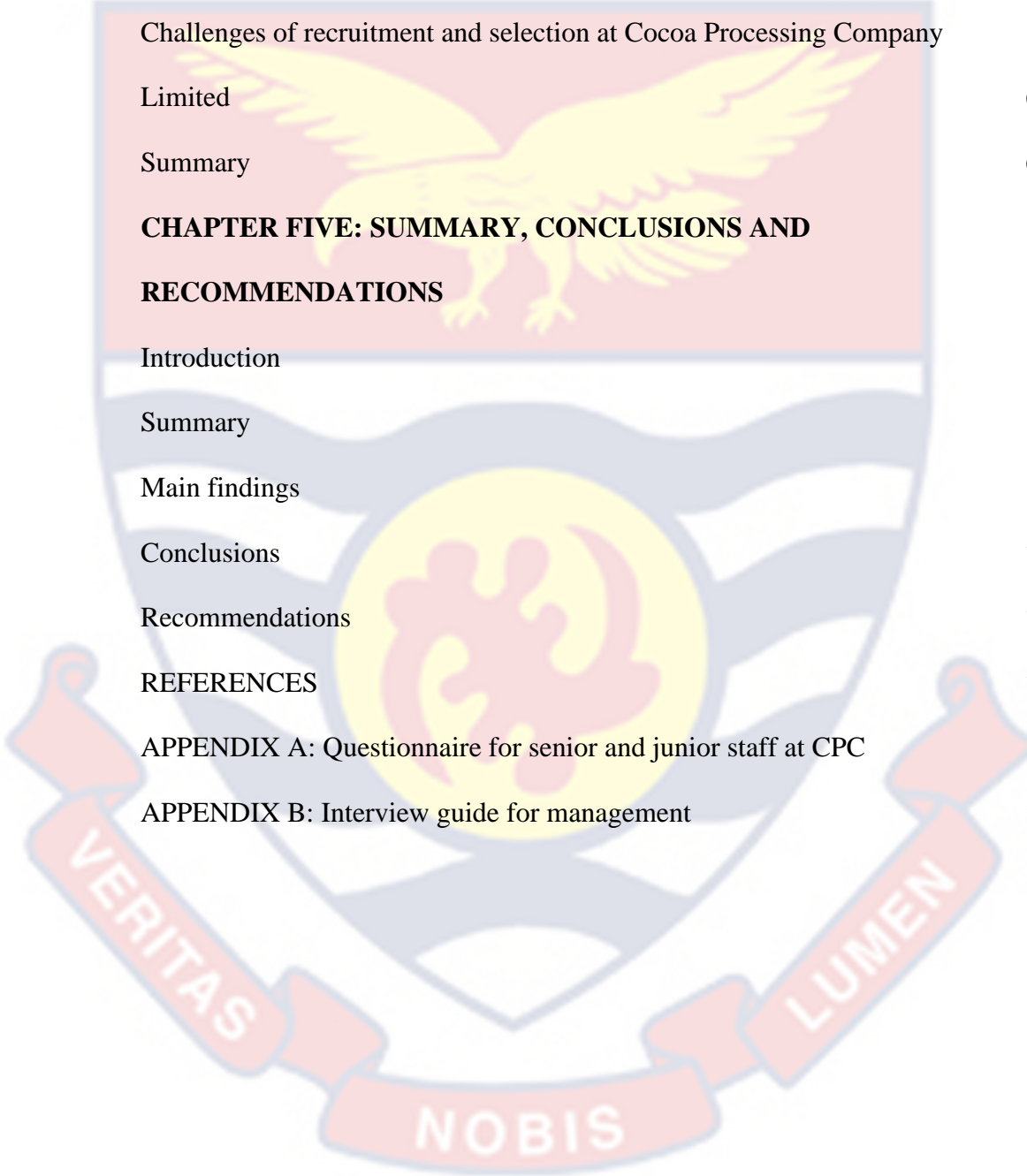To Jesse Mensah, my son and Joycelyn Ansah Mensah, my wife

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LIST OF ACRONYMS

CPC	Cocoa Processing Company
CV	Curriculum Vitae
GDP	Gross Domestic Product
HND	High National Diploma
HR	Human Resource
HRM	Human Resource Management
JHS	Junior High School
SHS	Senior High School
SPSS	Statistical Product and Service Solutions
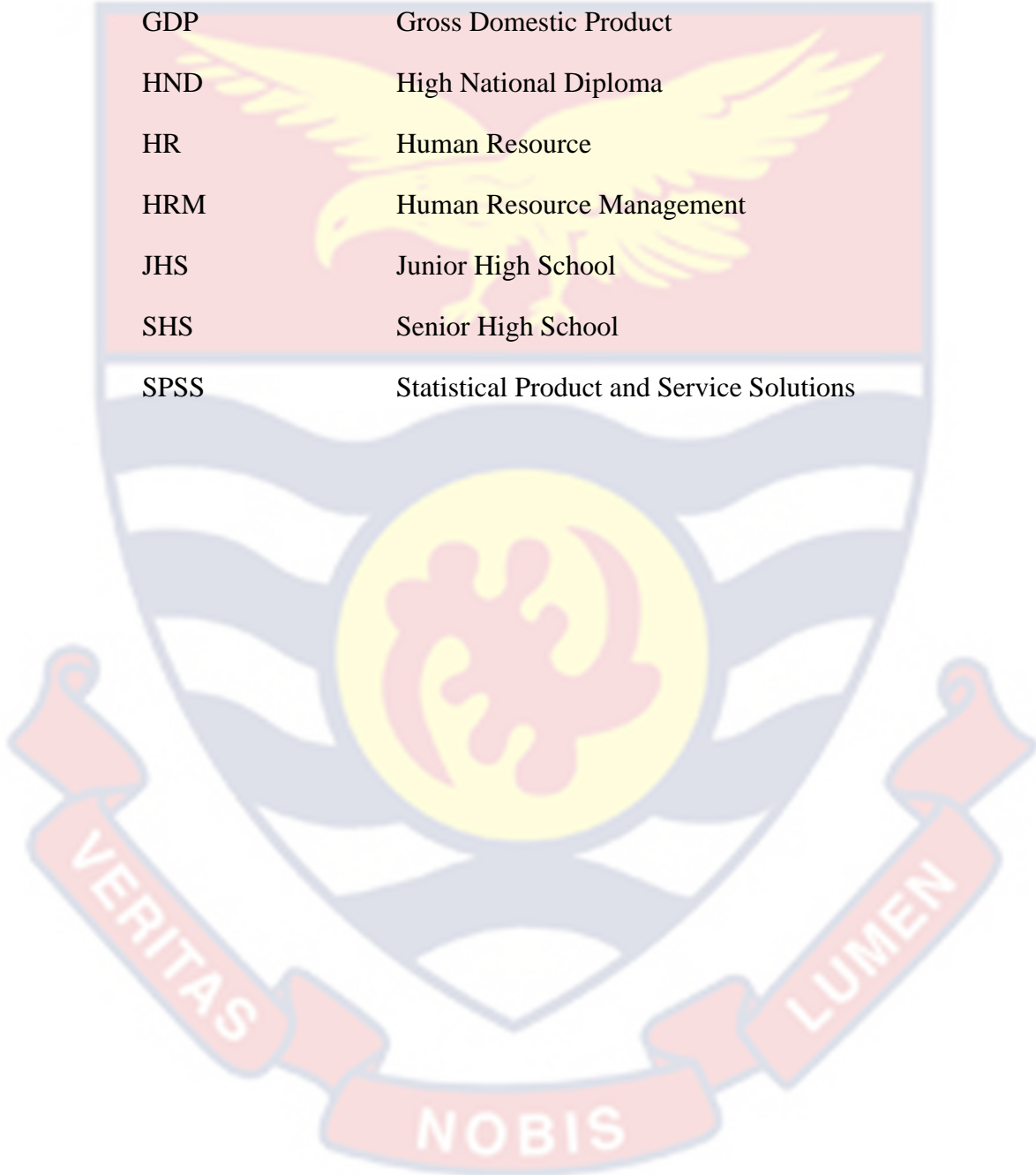
CHAPTER ONE

INTRODUCTION

Background to the study

Acquiring and retaining high-quality talent is critical to an organisation's success (Ahmad & Schroeder, 2002; Relf & Hobb, 1999). As the job market becomes increasingly competitive and the available skills grow more diverse, recruiters need to be more selective in their choices, since poor recruiting decisions can produce long-term negative effects (Kumar & Garg, 2010), among them high training and development costs to minimise the incidence of poor performance and high turnover which, in turn, impact staff morale, the production of high quality goods and services and the retention of organisational memory (Richardson, 2006). At worst, the organisation can fail to achieve its objectives thereby losing its competitive edge and its share of the market.

Human resource management (HRM) has now become an indispensable component in the attainment of a sustained competitive advantage in that it is the only resource that is not easy to imitate (Relf & Hobbs, 1999; Boudreau, 1996). Stone and Deadrick (2008) are of the view that human resource practices, strategies and activities impact on organisational performance as well as bottom-line results thereby contributing to the overall effectiveness of organisation. This increasing importance given to HRM practices stem from the fact that not only can human resource not be copied or imitated by others, but they provide and efficient and effective response to market demands (Cho, Wood, Jang, & Erdem) Attracting, developing and maintaining an effective human resource is therefore

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very important in the realisation of organizational goals. Recruitment and selection, as a human resource management function, is one of the activities that impact most critically on the performance of an organisation (Walker, 2009; Costello, 2006).

Recruitment is defined as searching for and obtaining potential job candidates in sufficient numbers and quality so that the organization can select the most appropriate people to fill its job needs. Selection is the process of gathering information for the purposes of evaluating and deciding who should be employed in particular jobs (Cho, Wood, Jang, & Erdem, 2006). Richardson (2006) adds that recruitment gives an organization the legal basis for having adequate number of qualified individuals at the right place and time. In reality, recruitment and selection are usually not separated. The role of recruitment and selection in organisations cannot be overstated. The two processes provide organisations with avenues for them to prepare for long-term employment requirements as well as deal with everyday vacancies (Cameron, Miller, & Frew, 2009). A key issue with recruiting is whether a firms decides to recruit internally or from external sources (Scullion, 1994). Shen and Edwards (2007) note that for most part recruitment of employees for operative and middle-management is done locally. But the case for top management may be different depending on the ownership of the organization, country specific laws on recruiting and skills being sought for (Paauwe & Dewe, 1995).

Recruitment and selection practices affect total quality management efforts in organisations since employees are at the heart of such programmes

(Ahmad & Schroeder, 2002). Thus, failure by organisations to use the selection and recruitment efforts to get the best quality of employee into their workforce have likely consequences of leading to poor quality of service or standards. Although poor recruitment and selection practices affect the organization in many negative ways it is consumer that suffers most since the chances of them receiving sub-standard goods and services till the organization addresses the issue is high (Altarawmneh, & al-Kilani, 2010). Consequently, customers are no longer content with poorly-produced goods and services due in part to poorly recruited and selected personnel (Morton, 2005). This imperative becomes even more accentuated if one looks at the position of the Cocoa Processing Company (CPC) Limited in Ghana's economy. Cocoa is the number foreign exchange earner for Ghana and to ensure that Ghana gains from this produce there is the need to process the cocoa beans into semi-finished or finished products for export and domestic use. Cocoa Processing Company Limited needs skilled manpower aside its other assets to operate and survive in an increasingly competitive environment.

Cocoa Processing Company Limited seeks all possible avenues for improving their output and providing the satisfaction that their clients require and deserve. The provision of high-quality goods and services begins with the recruitment and selection process. This means that any decision the company makes with regard to its staffing policies needs to be very strategic if it is to become efficient and effective and above all achieve their expected results.

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Statement of the problem

Cocoa is currently the major export commodity of Ghana, yet the country has so far not been able to maximise the benefits associated with cocoa production as a large percentage of its cocoa is exported in raw form. Cocoa Processing Company Limited being the only leading public company mandated to process Ghana's cocoa beans into finished and semi-finished products is currently producing below capacity. To fulfill this all important role in Ghana's economy necessitates that the right kind of employees are recruited and selected all the time through proper procedures laid down by management.

However, the company lacks the needed personnel in terms of quality and quantity to process the desired quality of cocoa beans for export as it lacks an effective and efficient HR system. Cocoa processing dropped in 2011 from 21554.960 metric tonnes in 2010 to 16952.723 metric tonnes. In recent times too Quality of Ghana's cocoa paste and beans have been rejected by Japanese and American markets (Quarmine et al, 2012; Essegbey & Ofori-Gyamfi, 2012). The failure to recruit and select the right people could lead to the manufacture of products that do not meet customers' satisfaction and the potential stagnation in the growth in the organization which could result in low employment avenues for the working class and untold negative effects on the country's gross domestic product (GDP). This study therefore seeks to examine the prevailing recruitment and selection policy of CPC and recommend necessary actions to help institute a formal recruitment and selection policy which will enable the company to attract,

develop and retain the best personnel in order to ensure efficiency and effectiveness in the company.

Objectives of the study

The main objective of the study was to examine the recruitment and selection practices of Cocoa Processing Company Limited.

Specific objectives

Specifically, the study sought to:

1. identify the sources of recruitment and selection for the company;

2. examine the recruitment and selection process of the company;

3. analyse employees assessment of the recruitment and selection process of the company;

4. examine how the socio-demographics of employees of the company influence assessment of recruitment and selection process; and

5. explore the challenges associated with the recruitment and selection process of the company.

Research questions

1. What are the sources of recruitment and selection for the company?

2. How is recruitment and selection done by the company?

3. How do employees of the company assess the recruitment and selection process?

4. Do employees' assessments of the recruitment and selection process vary across their socio-demographic characteristics?

5. What are the challenges associated with the recruitment and selection process of the company?

Significance of the study

Recruitment and selection activities are as old as the formation of organizations. It has always been one of the core functions of the human resource unit of organizations. It is hoped that the findings and the recommendations of the study will serve as inputs for management of Cocoa Processing Company Limited on how to improve upon their recruitment and selection process.

Additionally, it will provide management of the company with insights into employees views on the recruitment and selection process which could help to validate the process. It is also expected that the study will serve as a basis for further research into recruitment and selection in organizations and how specific recruitment and selection methods or procedures can affect the productivity of an organisation.

Organization of the study

The study is organized into five chapters. The first chapter is the introduction which deals with issues such as background of the study, statement of the problem, research questions, objectives of the study, justification of the study, and the organization of the study. Chapter Two looks at related literature

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informing the study. Areas covered include key concepts and procedures in recruitment and selection. The third chapter looks at the study organization, research design, and methods of data collection, target population and sample size. Other issues include data collection and analyses, challenges from field work and ethical issues relating to the study. Chapter four is devoted to data analysis and presentation of findings. Chapter Five provides a summary of the study findings, conclusions, and recommendations made based on the findings.

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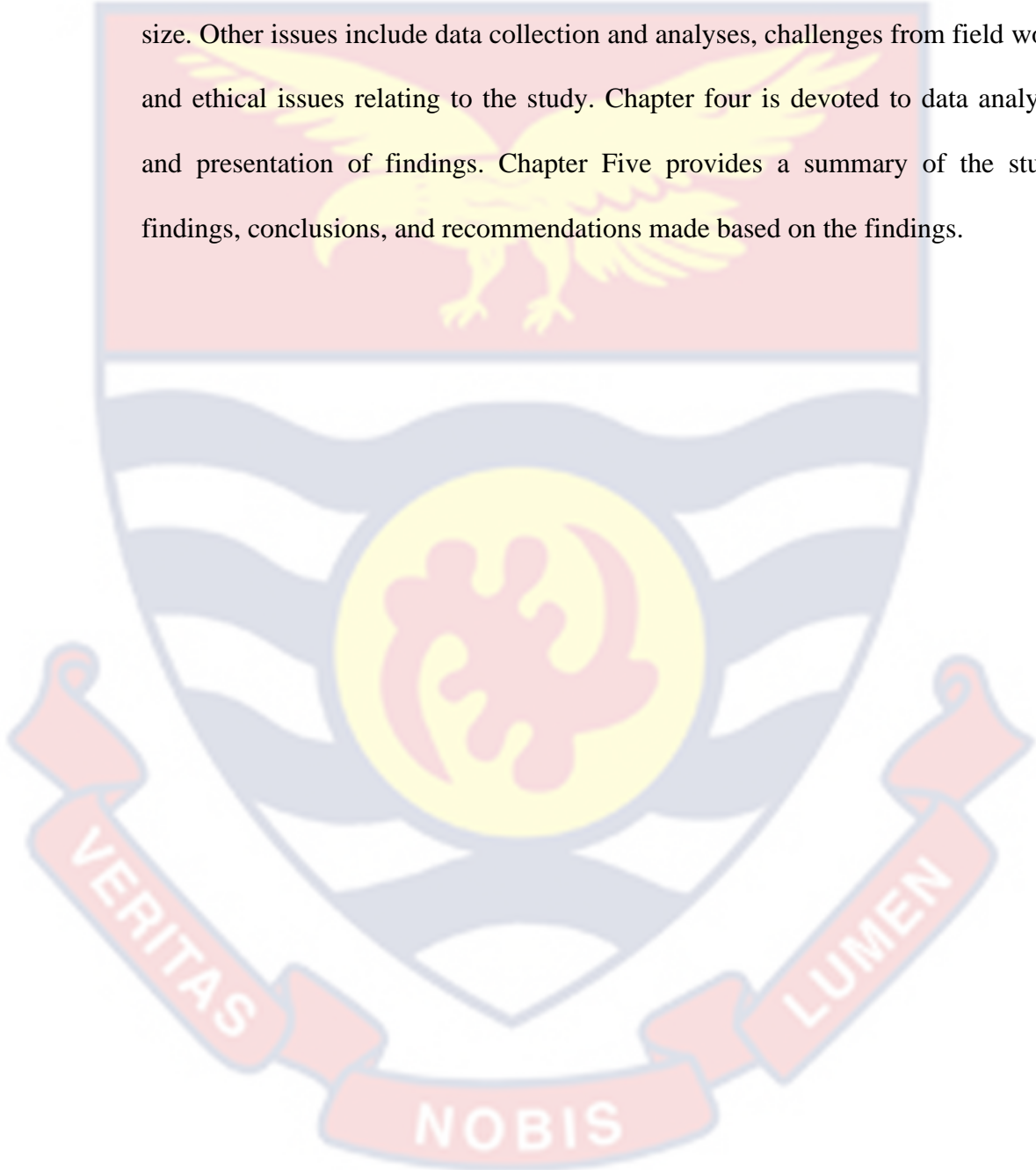
CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter reviews related literature on recruitment and selection procedure. Issues covered include the origin of recruitment and selection, the concept of recruitment and selection and its importance and benefits. Others the sources of recruitment and selection, the methods of recruitment and selection, recruitment process, recruitment strategies and the contribution of recruitment and selection to productivity, effectiveness and efficiency.

Overview of recruitment and selection

Research interest in recruitment and selection in organizations have increased over the past thirty years (Budhwar, 2000; Shen, 2004) with the focus shifting from just the HR practices to how these HR practices (recruitment and selection) affects an organizations performance (Rodwell & Teo 2008, Wright, Gardner, Moynihan, & Allen, 2005). Recruitment and selection is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications (Walker, 2009). The candidates who are initially selected will later in their jobs be selected again to occupy vacant positions in the organization or when they apply for new jobs. Using appropriate techniques the suitable candidates are thus, able to be recruited and selected during their career development (Crawford, 2004). To build and sustain competitive advantage, proper staffing is critical (Wright & Snell 1998; Boxall 1996).

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Recruitment and selection is a major HRM function as it encompasses all organizational practices and decisions. Recent technological advances, globalization, social trends and changes within organizations have brought new challenges for recruitment and selection (Rowley & Benson, 2002). To effectively face the new challenges recruitment and selection needs to be integrated with business strategies (Lam & White 1998).

Recruitment and selection strategies flow ultimately from the organization's mission and strategic objectives (i.e., the strategies and processes of recruitment and selection must be compatible with business strategies) (Nankervis, Compton & Baird, 2002). It is argued that through the integration of HRM practices with business strategies, recruitment and selection helps achieve strategic goals and enhance organizational performance (Becker& Gerhart 1996; Youndt & Snell, 2004).

As advanced by Stone and Deadrick (2008) recruitment and selection allow management to determine and gradually modify the behavioural characteristics and competences of the workforce. The fashion for team working, for example, has focused on people with a preference for working with others as opposed to the individualist 'stars' preferred by recruiters in the 1980's. Attention has switched from rigid lists of skills and abilities to broader-based competences. In general there is greater regard for personal flexibility and adaptability. Also there has been a reorientation from present to future stability (Miller, 1992).

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Meaning of recruitment and selection

Both recruitment and selection are the two phases of the employment process. The differences between the two are that recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization whereas selection involves the series of steps by which the candidates are screened for choosing the most suitable persons for vacant posts (Walker, 2009; Jackson & Schuler, 1995).

The basic purpose of recruitments is to create a talent pool of candidates to enable the selection of best candidates for the organization, by attracting more and more employees to apply in the organization whereas the basic of selection process is to choose the right candidate to fill various positions in the organization (Costello, 2006; Ahmad & Schroeder, 2002).

Recruitment is a positive process that encourages more employees to apply whereas selection is a negative process as it involves rejection of the unsuitable candidates. It is concerned with tapping the sources of human resources whereas selection is concerned with selecting the most suitable candidate through various interview and tests (Stretton & Bolon, 2009; Ahmad & Schroeder, 2002).

Several definitions on recruitment and selection is seen as a process aimed at providing a group of candidates that is large enough to enable the organization select the most qualified employees needed (Jovanovic, 2004; Ahmad & Schroeder, 2002). According to Mckenna and Beech (1995, p 34), recruitment is the "process of attracting a pool of candidates for a vacant position" while

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selection is the "technique of choosing a new member to the organization from available candidates".

Selection on the other hand is the process by which an organization chooses from the list of applicants, the person or persons who best meet the selection criteria for the position available considering current environmental conditions (Ahmad & Schroeder, 2002; Ivancevich, 1995). Therefore, unlike recruitment process which makes available a pool candidates to be considered for employment, selection is the process picking those who are who are eventually hired. The selection process is consequently designed to hire a particular type of person who will fit into the organization. Indeed one of the adverse consequences of poor recruitment and selection is the possibility of a high turnover (Mullins, 1999). In order to forestall the adverse effects resulting from poor recruitment and selection, there is the need for a planned and systematic approach.

Sources of recruiting human resources

Recruitment has been defined as 'the process of acquiring applicants who are available and qualified to fill positions' (Smith, 2004, p. 10). Vacant positions in an organization may be filled from internal or external sources. Companies recruit from external sources if no qualified candidate is available internally, when there is a need to inject new blood into the company or 'to put a halt to unnecessary competition and inbreeding' (Grobler, Warnich, Carrell, Elbert & Hartfield, 2006, p. 72). Recruitment could also be from formal or informal sources. The formal sources are used to attract people who do not have any

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previous contact with the business (Watson, McCrackson & Hughes, 2004). Research has revealed that the formal sources have consistently failed to produce the right candidates and organizations have resorted to informal sources which use the social network of managers (Baum, 1995).

The formal sources of recruitment include all forms of advertisements (radio, television and newspapers), recruitment agencies and job centres (Woods, 2002). Studies in many countries have established that most organizations make extensive use of advertisements in newspapers in employee recruitment more than the electronic media (Ladkin & Juwaheer, 2000; Chand & Katou, 2007). Newspaper advertisements is preferred because it is cheaper and has a wide coverage compared to the electronic media which are very expensive and tend to be localised (Branine, 2008).

Organizations also rely on recruitment agencies and consultants in employee resourcing. The use of agencies is very popular in the developed countries because they are quick, effective and save the organizations a lot of paper work. However, it is not very popular in developing countries because it is a new phenomenon and relatively expensive compared to other sources of recruitment (Chand & Katou, 2007).

Recruitment from informal sources involves using an organization's network of contacts to reach out to prospective job candidates (Mathis & Jackson, 2004). According to Baum (1995), organizations resorted to the informal sources when the formal sources consistently failed to provide candidates suitable for operations. The informal sources of recruitment include referrals from contacts

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(employees, friends, and former applicants), walk-ins, poaching, offering permanent status to casuals, unsolicited applications, and recruitment from the internet (Martin, Mactaggart & Bowden, 2006). Research has shown that most organizations rely on the informal sources to recruit employees, because they are cheap and quick (Jameson, 2000) as well as reactive, and simplistic (Lockyer & Scholarios, 2004).

Employee recruitment through referrals from a network of contacts (friends, employees and former employees) is one of the most popular sources of recruitment within organizations (Mumford, 2006). Referrals from contacts are not only timely and cheap, but also lead to the recruitment of good employees (Jameson, 2000; Lockyer & Scholarios, 2004). In spite of the advantages, Grobler et al. (2006) report that some workers are usually reluctant to refer people since they have to monitor the performance of new employees in order to justify their recommendation. This is because they could be blamed for any poor performance of the new hire. Similarly, Tinarelli (2000) claims that some organizations do not rate referrals from employees because it could lead to inbreeding and nepotism since people tend to refer only their friends and relations and other 'known' people.

The campuses of schools, colleges and universities are also important sources of employee recruitment. Job fairs are usually organised and employers screen, interview and possibly select graduating students (Branine, 2008). O'Leary, Lindholm, Whitford and Freeman (2002) observed that people recruited directly from universities and colleges are very reliable and successful. Again,

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some organizations have arrangements with educational institutions which allow students to do practical training. Some of the students end up being employed by the organization (Willie, Jayawardena & Laver, 2008).

The internet is also a major source of recruitment some organizations. This is however a recent phenomenon, with organizations using their websites or recruitment consultants (Dixon, 2000).The explosion in internet usage makes it easy for companies to reach many applicants (Mathis & Jackson, 2004; Tong, 2008). The internet is also faster and cheaper (Branine, 2008; Hooi, 2008). However, studies by Tong (2008) found that most users of the internet are casual browsers who could apply for fun. This will result in additional work in reviewing applications which will impact on profitability.

Poaching is one of the popular sources from which businesses recruit their employees. This involves offering better incentives such as higher wages, position and responsibility to employees of competitors (Woods, 2002). Employee recruitment through poaching is extensively used in all regions of the world. Poaching is used to lure hard working professionals who are willing to consider better opportunities (Branine, 2008). They capitalise on the economic hardships and add a few monetary incentives which lure people to change jobs.

Another informal source of employee recruitment is the posting of job vacancies on notice boards of the recruiting organization to attract candidates. This source is very popular in small-medium scale enterprises (Nolan, 2002). Related to the posting of job vacancies is the recruitment of people who walk-in. This is very popular in all regions of the world including Africa where Ladkin and

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Juwaheer (2000) report that walk-in is one of the most popular source of recruitment.

Similarly, the top management of organizations and institutions receive unsolicited applications when they attend social and other functions like conferences, meetings, and sports events (Mathis & Jackson, 2004). Employees recruited through unsolicited applications have been found to be hardworking and successful (Daft, 2006). Finally, the use of casual workers who are usually engaged when there is a sudden increase in demand and when a team member resigns, among other reasons is also popular (Lai & Baum, 2005).

The recruitment process generates a lot of applications from people interested in working in the organization. The human resource management departments commence employee selection by sorting the applications and matching the profile of applicants against the organization's requirements (Mathis & Jackson, 2004).

Methods of selecting human resources

Employee selection 'involves choosing individuals who have the necessary qualifications to perform a particular job' (Anthony, Kacmar, & Perrewe, 2002, p.250). Applications are screened to eliminate those who are unqualified and undesirable (Mathis & Jackson, 2004). The screening process ensures that candidates who meet the criteria are passed for further processing. According to Woods (2002), employees are selected through traditional methods, non-traditional methods or a combination of both. The traditional methods of

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employee selection have, however, been found to be unreliable, subjective and invalid. They are unreliable because the selection processes do not usually produce consistent decisions and the results depend on the person who adopts it (Woods, 2002). Similarly, Lockyer and Scholarios (2004) believe that validity relates to employee performance; therefore, for a method to be valid, the person who scores high marks and was selected should be a high performing worker.

Traditionally, organizations use any or a combination of the following methods in selecting their employees. The methods are: applications forms, interviews, curriculum vitae (CV), and reference checks (Woods, 2002). The application forms usually require applicants to give personal information on their qualifications, experience, and previous work history, their contact telephone numbers, addresses, and references among others (Mondy & Noe, 1996). Most organizations have standard application forms which are filled by job applicants. Since the same information is sought on the application forms, it is easy to compare applicants. This makes application forms reliable with most organizations giving high premium to it in employee selection (Nickson, Warhust & Dutton, 2005). However, McGunningle and Jameson (2000) have cautioned that businesses need to verify information given on the forms in order to find out any inconsistencies in applicants' past work history, references and other issues. Curriculum vitas (CVs) are also used to select employees. CVs contain the personal information of applicants including their qualifications, experience and work history. However, some researchers have found that CVs could contain inaccuracies that may render them unreliable. These include gaps in education,

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incomplete work history, no reasons for leaving previous jobs, (Shair, 2002). In spite of the criticisms, there is evidence of extensive use of CVs in employee selection. High premium is given to CVs because they provide a summary of the work history of job applicants which is easy to use, especially at the initial screening stage. CVs are therefore convenient for large businesses which constantly receive applications (Lockyer & Scholarios 2004).

Another method adopted in employee selection is to conduct a background or reference check on applicants (MacHatton, Dyke & Steiner, 1997). References could be obtained from several sources including past employers, schools attended, relatives, and the clergy. In developed countries, extensive use of reference checks are extensively used (Branine, 2008; Lockyer & Scholarios, 2004; Nickson, Warhust & Dutton, 2005). However, research has shown that reference checks are not popular in developing countries due to the provision of dishonest information by job applicants (Ladkin & Juwaheer, 2000; Chand & Katou, 2007; Collins, 2007).

Interview is one of the oldest methods used in all regions of the world in selecting workers (Harel & Tzafrir, 1999). It is very popular when hiring front-line employees who have a high degree of customer contact (Braham, 2000). The use of interview has many challenges such as bias based on similarity between the interviewer and applicant, snap judgements where interviewers make a decision on candidates within the first few minutes because of some statements made, among others, (Mathis & Jackson, 2004). Interview, however, remains the most popular method of selection because it has been found to be easy to use and has

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high face validity. Therefore, most organizations regard interviews as important component of their selection process (Woods, 2002).

The non-traditional methods emerged to address the problems of validity and reliability of the formal methods by using rigorous analysis to select the best candidate (Branine, 2008). The non-traditional methods of selection adopted include the personality or presentation of applicants, job or work sample, telephone manners, honesty or integrity tests, and aptitude test. The rest are medical examination, peer assessment, drug test, police test, credit checks, interest inventory, and reports from schools and colleges (Woods, 2002).

Nolan (2002) observed that the employees are important components of all organization so the way they present themselves needs to be taken into consideration. According to Nickson et al (2005), the personal presentation is very crucial in selecting people for positions that require some degree of customer contact. This is because such employees represent the image of the organization to the clients and have to convey positive image through how they dress, greet, speak among others. Callan and Fearon (1997) also believe that the personal presentation is particularly important for businesses which provide a great deal of personalised services to customers. The aptitude tests which 'measure the job candidates' capacity to learn or acquire skills' (Bohlander, Snell & Shernam, 2001, p.195) is a popular tool for employee selection in large organizations (Agut, Grau & Peiro, 2003; Alleyne, Doherty & Greenidge, 2006). In contrast, research has shown that small businesses do not give much weight to aptitude tests in taking employee selection decisions. This according to Nolan (1997, p.92), is

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because 'such organizations employ the relatives and friends of the owners and base selection largely on loyalty'. Other tests include integrity test which assesses the behaviour of job candidates regarding theft, use of drugs, honesty and other counterproductive behaviour. Research has however, shown that most test-takers fake honesty (Alliger & Dwight, 2000). Again, Mathis and Jackson (2004) caution that conducting drug tests can have negative public relations effects on the organization since some of the questions asked during the process could be interpreted to be an invasion of the person's privacy. Further, the use of these tests has been criticised as not being a valid predictor of employee performance and therefore not reliable (Nankervis, Crompton & McCarthy, 1999; Grobler et al, 2004).

Another method of employee selection that some organizations adopt is situational or work sample tests which require applicants to perform a simulated task either in-house or at an assessment centre. Although this is very expensive, studies by Garavan (2007) concluded that it is very reliable and valid. It also helps job applicants to bond with the other workers before being employed. Also it is one of the methods adopted to solve the problem of employee turnover (McGunningle & Jameson, 2000).

Medical examination which is conducted to find out the physical and mental capacity of job applicants is very popular in selecting human resources (Walker & Lundberg, 2006). Studies have found that organizations of all types (size, quality rating, affiliation status, location etc.) use medical examination (Lockyer & Scholarios, 2004). However, it is crucial for employees who have a

great deal of customer contact as well as those who handle food and beverages (Jones & Merrick, 2004). Walker and Lundberg (2006) have provided guidelines on medical fitness which help reduce litigation. The guidelines require that the medical standards ought to be realistic so that they can be justified before any reviewing panel which includes the courts of law. In addition, the standards need to conform to the country's legal regime and be relevant to work.

Most organizations combine two or more of the methods enumerated above to select employees. Research has shown that the most popular combination is what has been termed 'the classic trio' or 'traditional trio' of application forms, CVs and selection interview (Lockyer & Scholarios, 2004, p.127). Nickson et al. (2005, p.201) believe that most organizations prefer these methods because the social composition of the employee is part of the modern organization's product and employers can easily unearth these from job candidates through application forms, CVs and interactions at the selection interview.

Research by Callan and Fearon (1997) concluded that the size of an organization influences the choice of method of employee-selection. Small businesses generally place emphasis on the personal presentation of applicants since their flat management structure requires the selection of multi-skilled people. Therefore, during the selection interview, the candidates are assessed to find out if they can perform multiple duties. On the other hand, large and chain organizations have tall management structures with specialist human resource

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managers who combine three or more methods of employee selection (Lockyer & Scholarios, 2004).

Furthermore, Carroll, Marchinton, Earnshaw and Taylor (1999), Lee-Ross (1998) and Nolan (2002) argue that small businesses do not have the necessary resources to use sophisticated methods in employee selection as compared to their large counterparts. The larger businesses are therefore likely to use multiple selection methods, since they usually have specialised departments that perform human resource functions.

Finally, ownership type and affiliation status of some organizations have significant effects on the methods of employee selection. Chain organizations have centralised structures, with well-defined procedures and many people participate in employee selection. On the other hand, independent businesses do not usually have any well-defined procedures for selecting employees. The input of one key individual (the owner or manager) is all that is necessary for hiring employees (Nankervis & Debrah, 1996). Also, the hiring managers of chain organizations do not live locally and have no access to local market and grapevine information. However, the managers of independent businesses live locally with access to grapevine information on the local situation in employee selection, including poaching of staff from competitors (Lockyer & Scholarios, 2004).

Components of recruitment and selection procedure

According to Mullins (1999), the need for a planned approach to recruitment and selection is to know the job to be filled and duties and

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responsibilities attached to the job. It also involves the best means of attracting suitable applicants and how best to collect information about the candidates. He further points out that the most appropriate methods of selection are to be specified and the need for induction and follow up are to be notified. The recruitment and selection process focuses on the following distinct steps:

First, authorization process ensures that the recruitment process is agreed upon by senior management as compatible with the organizational business objectives. Thus, is the recruitment necessary, timely and cost effective? (Beardwell & Holden, 1997). This process provides an ideal opportunity for management to debate the potential for restructuring workloads and departments and the redeployment of surplus staff, and delay or eliminate expenditure on staffing and recruitment budgets. It is observed that this process which is also the activity of requisition or initiation emanates usually from the line manager or supervisors (Chanda, Bansal & Chanda, 2010; Richardson, 2006; Dessler, 2000). For instance, in a large organization a manager notifies someone in the human resource division that an opening needs to be filled. In fact, submission of requisition to the human resource division is a common way to trigger recruitment and selection efforts. The human resource representative and the manager review the job description and specification so that both have clear and up to date information on the job duties and specific desired qualification. It is after this review that, the actual recruiting and selection efforts begin (Anderson & Witvliet, 2008; Anderson, Lievens, van Dam & Ryan, 2004).

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Importance is attached to agreeable terms and conditions of service such as hours of work and rewards. Some of these are not negotiable until the final stages. Potential candidates may sometimes fail to apply without some indication of the reward offer. This is due to the fact that an indication of salary and wages gives the potential applicant a realistic picture as to whether it is worth taking the job or not (Chanda, Bansal & Chanda, 2010; Breaugh & Starke, 2000).

Next, it is essentially important to know where suitable applicants are likely to be found, how best to make contact with them and so secure their applications. Developing a candidate's pool is one of the very first steps in the recruitment and selection process. If people with appropriate skills are not available within the organization they may have to be recruited from competing organizations. The primary concern of recruitment is to develop a pool that will bring in the people with the desired qualities and characteristics (Ivancevich, 1995).

Recruitment management system is a comprehensive tool to manage the entire recruitment processes of an organization (Chanda, Bansal & Chanda, 2010). It is one of the technological tools facilitated by the information management system to the human resource of organizations. Just like performance, management system helps to contour the recruitment processes and effectively managing recruitment (Budhwar & Sparrow, 1997).

The features, functions and major benefits of the recruitment management system are as follows (Anderson et al., 2004; Breaugh & Starke, 2000):

- Structure and systematically organize the recruitment processes.

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- Recruitment management system facilitates faster, unbiased, accurate and reliable processing of applications from various applications.

- Helps to reduce the time-per-hire and cost-per-hire.

- Recruitment management system helps to incorporate and integrate the various links like the application system on the official website of the company, the unsolicited applications, outsourcing recruitment, the final decision marking to the main recruitment process.

- Recruitment management system maintains an automated active database of the applicants facilitating the talent management and increasing the efficiency of the recruitment processes.

- Recruitment management system provides and a flexible, automated and interactive interface between the online application system, the recruitment department of the company and the job seeker.

- Recruitment management system helps to communicate and create healthy relationship with the candidates through the entire recruitment process.

The recruitment management system (RMS) is an innovative information system tool which helps to save time and costs of the recruiters and improving the recruitment processes.

The recruitment process

Recruitment is key to the growth of all organizations (Relf & Hobbs, 1999), therefore as part of the HR practices many organizations there are laid down procedures to follow in order to ensure the success of the process. According to

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Richardson (2006) successful recruitment involves the several processes including:

- Development of a policy on recruitment and retention and the systems that give life to the policy;

- Needs assessment to determine the current and future human resource requirements of the organization. If the activity is to be effective, the human resource requirements for each job category and functional division/unit of the organization must be assessed and a priority assigned;

- Identification, within and outside the organization, of the potential human resource pool and the likely competition for the knowledge and skills resident within it;

- Job analysis and job evaluation to identify the individual aspects of each job and calculate its relative worth;

- Assessment of qualifications profiles, drawn from job descriptions that identify responsibilities and required skills, abilities, knowledge and experience;

- Determination of the organization's ability to pay salaries and benefits within a defined period;

- Identification and documentation of the actual process of recruitment and selection to ensure equity and adherence to equal opportunity and other laws.

Recruitment strategies

Recruitment is the most crucial roles of the human resource professionals. The level of performance of an organization depends on the effectiveness of its recruitment function (Stretton & Bolon, 2009). Organizations have developed to follow recruitment strategies to hire the best talent for their organization and to utilize their resources optimally. A successful recruitment strategy should be well planned and practical to attract more and good talent to apply in the organization.

For formulating an effective and successful recruitment strategy, the strategy should cover the following elements (Dessler, 2000):

1. Identifying and prioritizing jobs requirements keep arising at various levels in every origination: it is amount a never ending process. It is impossible to fill all the positions immediately. Therefore, there is a need to identify the positions requiring immediate attention and action. To maintain the quality of the recruitment activities, it is useful to prioritize the vacancies whether to focus on all vacancies equally or focusing on key jobs first.

2. Candidates to target: the recruitment process can be effective only if the organization completely understands the requirements of the type of candidates that are required and will be beneficial for the organization. This covers the following parameters as well:

   • Performance level required: Different strategies are required for focusing on hiring high performers and average performers.

- Experience level required: the strategy should be clear as to what is the experience level required by the organization. The candidates experience can range from being a fresher to experienced senior professionals.

- Category of the candidate: the strategy should clearly define the target candidate. She/he can be from the same industry, different industry, unemployed, and top performers of the industry.

3. Sources of recruitment: the strategy should define various sources (external and internal) of recruitment. Which are the sources to be used and focused for the recruitment purposes for various positions. Employee referrer is one of the most effective sources of recruitment.

4. Trained recruiters: the recruitment professionals conducting the interviews and the other recruitment activities should be well trained and experienced conducting the activities. They should also be aware of the major parameters and skills (behavioural and technical) to focus while interview and selecting a candidate.

5. How to evaluate: the candidates the various parameters and the ways to judge them, that is, the entire recruitment process should be planned in advance. Like the rounds of technical interviews, HR interviews, return tests, psychometric tests.

According to Richardson (2006), recruitment may be conducted internally through the promotion and transfer of existing personnel or human resource through referrals, by current staff members, of friends and family members.

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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 human resource through office memoranda (Anderson & Witvliet, 2008). Referrals are usually word-of-mouth advertisements that are a low-cost-per-hire way of recruiting (Fisher, Schoenfeldt & Shaw, 2006).

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 human resource through job fairs and the use of college recruitment (Richardson, 2006; Dessler, 2000).

Although these sources of recruitment may be seen as just mere formalities, Richardson (2006) holds that they are not and even become necessary in the public sector. Recruitment within the public sector or agencies should be seen to be open and transparent. This is because the unlike the private sector, the public sector agencies enjoy greater exposure to scrutiny than most private sector organizations.

Policies of recruitment

One of the first steps in planning for the recruitment of employees into an organization is to establish adequate policies. A recruitment policy represents the

organization's code of conduct in this area of activity. A typical policy statement of a company in its recruitment activities will include (Walker, 2009; Crawford, 2004; Coleman, 1988):

- Advertise all vacancies internally;

- Reply to every job applicant with the minimum delay;

- Aim to process all applications with efficiency and courtesy;

- Seek candidates on the basis of their qualification for the vacancy concerned; and

- To ensure that every person invited for the interview will be given a fair and thorough hearing.

The same policy will ensure that the company will not:

- Discriminate unfairly against applicants with a criminal record; and

- Knowingly make any false or exaggerated claims in its recruitment literature or job advertisements. Within the context of such a policy the detailed plans and procedures for recruitment can be devised and put in place. These are necessary to ensure that recruitment practices are systematic, consistence and responsive to internal needs.

Assessing the effectiveness of any human resource management process is complex because of the difficulties of isolating cause and effect and individual available and a firm's effectiveness and efficiency. This is particularly true about the recruitment and selection process. However, both qualitative and quantitative information can be gained which will give indicators of success, such as staff turnover, exit interviews, absenteeism, and accident at work, complaints and

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feedback from successful and unsuccessful applicants (Nankervis et al., 2002; Beardwell & Holden, 1997).

Contribution of recruitment and selection procedure to productivity

The provision of high-quality goods and services begins with the recruitment process. 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 (Khatri, 2000).   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 expended to attract and retain such talent (Park, Mitsuhashi, Fey, & Bjorkman, 2003; Paul & Anantharaman, 2003)

An organization's human resource makes the crucial difference between success and failure. The success with which organizations accomplish HR practices such as recruitment, selection, development, motivation, and engage the ready contribution of the people who work in them is a key cause of how well those organizations perform (Jahanian, Nawaz, Yamin, & Nawaz, 2012)**.** Pfeffer (1998) further argued the bases of competitive advantage to many organizations are largely derived from organizations' human resources. Wright et al (2005) also found that there was a direct relationship between HR practices such as selection, compensation and approval and a firms' performance.

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Summary

This chapter looked at issues relating to recruitment and selection. Topics reviewed were overview of recruitment and selection, meaning of recruitment and selection, sources of recruiting human resources and methods of selecting human resources. Others included components of recruitment and selection procedure, the recruitment process, recruitment strategies, policies of recruitment and contribution of recruitment and selection to productivity.

CHAPTER THREE

METHODOLOGY

Introduction

This chapter looks at the methods that were employed to carry out the study. The issues discussed include the study area, research design, target population, and sample size. Others are the sampling techniques, sources of data, data collection instruments and the data processing and analysis plan.

Study organisation

The Cocoa Processing Company Limited processes raw beans into semi-finished products such as cocoa butter liquor, cake and powder, and also manufactures confectionery products for local and export markets. It is located in Tema in the Greater Accra Region of Ghana. It was established in 1965. The company comprises three factories: two cocoa factories and a confectionery factory. Cocoa Processing Company Limited is a limited liability company incorporated in Ghana on November 30, 1981. There is a branch of the company in Takoradi which operates under the same ownership as that of Tema. The shares of the company are publicly traded on the Ghana Stock Exchange. The cocoa factories have an annual throughput of 64,500 metric tonnes of Premium Ghana Cocoa beans which it processes into cocoa liquor, cocoa butter, cocoa cake and cocoa powder. These semi-finished products are the major ingredients for the production of chocolate and other cocoa-based food products. The semi-finished products are sold under the brand name "portem" to foreign markets. The

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company however retains a portion of the semi-finished products for use in the confectionery factory. The confectionery factory manufactures chocolate confectionery namely, chocolate bars, chocolate spread, drinking chocolate and chocolate. The company also has another branch in Tema (CPC, 2010).

Research design

The study adopted a mixed method approach combining both quantitative and qualitative research instruments. The study adopted the cross sectional design. With this design, either the entire population or a subset of the population is selected, and from these individuals, data are collected to help answer research questions of interest. In cross-sectional studies, data are collected from the research participants at a defined point in time or relatively brief time period (Olsen & George, 2004). According to Mann (2003), cross-sectional design helps to enrich a study because it helps to study a large number of people within a short period and determine the causes and prevalence of a phenomenon which other study design cannot do.

Cross sectional design was used in the study because data was collected from the study population once, within a specific period. It also helped to assess the recruitment and section procedures at CPC as well as conduct an assessment of the recruitment process from the employees' perspective. Thus, the ability of the cross sectional design to establish prevalence of a phenomenon (Gyima & Duodo, 2005) and any associations or differences that may exist between the recruitment process and the background of the employees at CPC has made it suitable for a study. Also, the choice of the cross sectional research design for this

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study was informed by its wide usage in the area human resources management studies particularly in recruitment and selection.

Data and sources

Data for the study was secured from primary source. This data was obtained directly from the employees of the CPC at the time of the study. The data was on sources of recruitment, procedures on recruitment, assessment on the recruitment process and challenges faced in recruitment at the CPC. It was obtained from all categories of employees namely management, senior and junior staff. However, secondary data source which was a list of all employees at the CPC was used. This formed the basis for sampling the employees who took part in the study.

Population

The target population of the study comprised three main categories of respondents namely management staff, senior staff and junior staff of the CPC. Since the study sought to understand the recruitment and selection procedure at the CPC, it was important to involve people who undertake the recruitment and selection. Thus, people who were involved in the recruitment and selection at the CPC were in a better position to provide valid and reliable response as to what was involved in the process. In this respect, it was the management staff who identified the need to employ people in their respective departments and were also involved in determining suitable candidates to fill such positions.

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The senior and junior staff were however involved by the virtue that they were recruited through the available recruitment and selection procedure at the CPC and hence might have had some experiences and perceptions about the process. They were therefore an integral part of the recruitment and selection procedures and hence their views on the procedure also helped shape the understanding of the procedure.

Table 1: Category of employees at Cocoa Processing Company Limited

Category	Number
Management staff	20
Senior staff	45
Junior staff	215
Total	280

There were a total of 280 employees at the CPC at the time of conducting the study. The sub-divisions consisted of 20 management staff, 45 senior staff and 215 junior staff.

Sampling procedure and sample

Both probability and non-probability sampling techniques were employed in this study. In terms of the probability sampling, a simple random sampling technique was used to select 150 junior staff to participate in this study. With this technique, a list of all the junior staff was obtained from CPC human resource

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division and used as a sample frame. A simple random sampling technique specifically the lottery method was used to select the required 150 junior staff. Since this is a probability sampling technique, a substitution list of up to 30 junior staff was created from the list. Members on this substitution list were to be consulted in case any of the originally selected 150 was not reachable during the actual fieldwork.

With regards to the non-probability sampling technique, the purposive sampling was employed. Here, the various sectional heads were purposely selected. These sectional heads were in charge of identifying skills gap in their departments or sections and making recommendation for the HR to recruit and select to fill those gaps. The human resource manager was also purposely selected since she had the oversight responsibility over recruitment in the organisation.

In all, the sample size for the study was 205 employees of the CPC consisting of 10 management staff, 45 senior staff and 150 junior staff. The sample of 150 junior staff employees was informed by Sarantakos (2008) who opined that a sample of at least 50 percent of the target population is deemed appropriate. With regards to the management staff, ten (10) were selected, whiles a census was conducted for the senior staff. The use of a census was informed by the fact their number was small in relation to the junior staff and sampling would reduce that number further.

Instrument design

Two main research instruments were employed in this study namely: interview guide and questionnaires. Questionnaires were designed for the junior and senior staff at CPC. The language used was English language. This was done with the assumption that all the employees must have at least attained some level of education and hence literacy in English since it is the main medium of instructions in Ghanaian schools. The structure of the questionnaire consisted mainly of close ended questions and a few number of open ended questions. It had three main modules. The first module centred on sources of employee recruitment and employees' assessment of the recruitment process. This section measured what the employees thought of the recruitment strategy available at CPC. The second module asked questions on what employees thought could be done to improve on the recruitment process whiles the third section captured data on employees' socio-demographic characteristics.

The interview guide was used to capture data from the management staff through interviews. The guide was designed in English language. The interview guide was structured into four main sections based on the objectives. The first section concentrated on the background information of the management staff. The second section was on sources of recruitment of the employees. The third section focused on the selection procedures at the CPC whiles the fourth section solicited data on the challenges encountered during recruitment. The interview guide was structured to allow for probing into issues that arose during the interviews but were not hitherto considered.

Pre-test of research instruments

The research instruments that were employed in this study were first tested to ascertain the reliability and validity. The purpose of a pre-testing of instruments is to ensure the level of validity and reliability of the data-collecting instrument. One of the advantages of conducting a pre testing is that, it might give advance warning about where the main research project could fail, where research protocols may not be followed or whether proposed methods or instrument are inappropriate or too complicated.

The two instruments namely the questionnaire and the interview guide were pre tested at the Cocoa Processing Company (CPC) Limited at Takoradi. Thus since the CPC at Takoradi is a subsidiary of the CPC of Tema, they both have similar organisation structures and characteristics. Seven (7) junior staff and four (4) of the CPC at Takoradi were involved in pre-testing the questionnaire. The pre-testing of the interview guide was done with the Deputy HR Manager from CPC in Takoradi.

Data processing and analysis plan

Data from the questionnaires were checked for completeness, edited, coded and keyed into the Statistical Package for Service Solution (SPSS) version 16 for further processing. Both descriptive and inferential statistics were employed to analyse it. Specifically, the mean ratings were used to ascertain the levels of assessment of the various procedures involved in recruitment at CPC in Takoradi. One way analysis of variance (ANOVA) was used to analyse the

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differences that existed in the levels of assessment of the recruitment procedures and their socio-demographic characteristics.

The data from the interview guide was manually transcribed and presented according to the themes that emerged as they pertained to the study objectives. This analysis purely based on the inductive analysis and creative synthesis as proposed by Patton (2002).

Summary

This chapter outlined the methodology used for the study. The issues looked at included the research design which gives a credence to the reliability and validity of the data collected and the entire research process. Topics emanating from the research design such the population, data and sources, sampling procedure and sample, the research instrument that reflect the research design and how the data was analysed were all looked at.
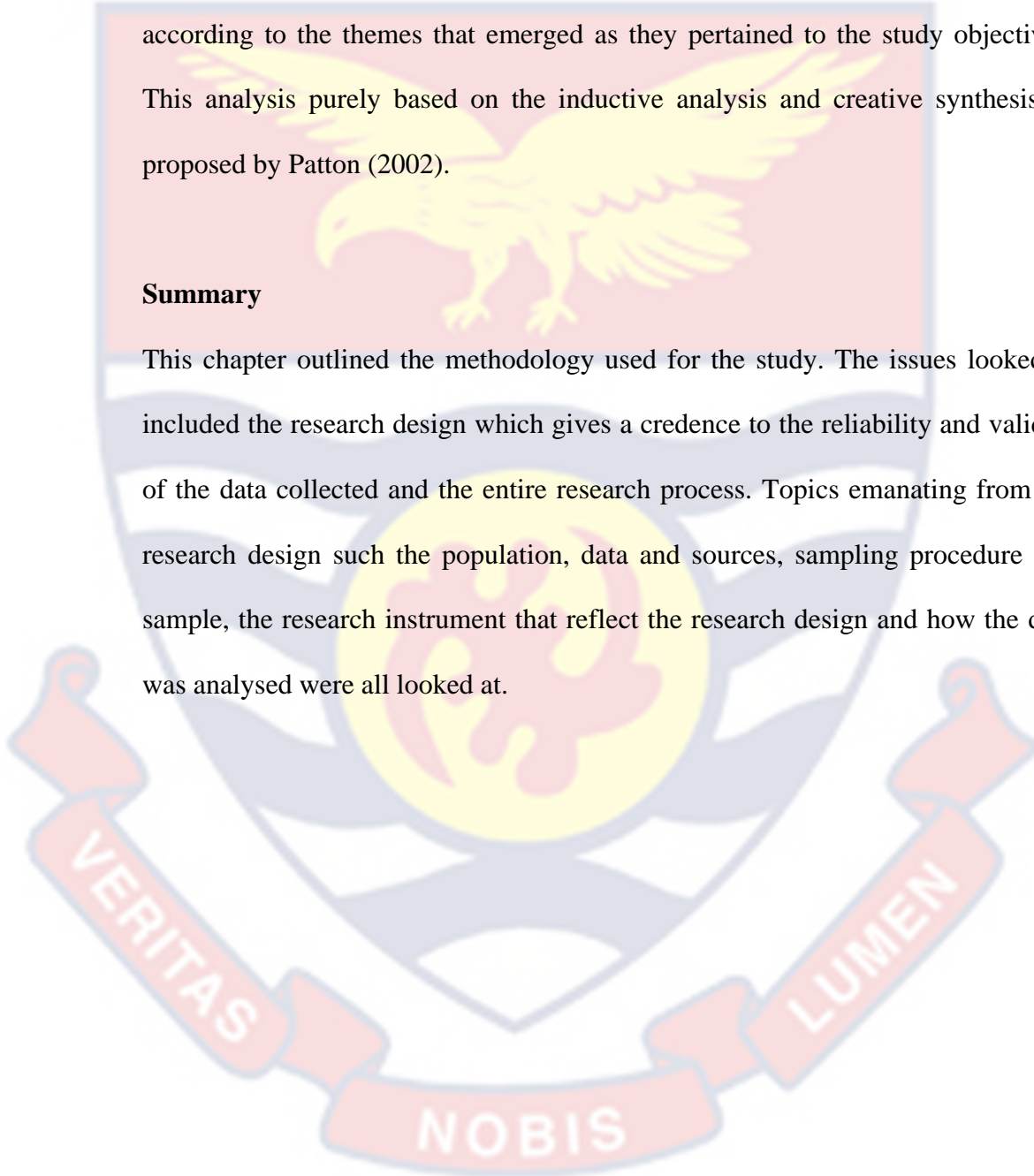
CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the findings and the discussions of the study. The issues covered under this chapter include the background characteristics of the respondents, sources of recruitment and selection at the Cocoas Processing Company, the recruit and selection process, and the employees' assessment of the recruitment and selection procedures at the CPC. Others include the differences in employees' assessment of the recruitment across their socio-demographic characteristics as well as challenges that confront the current recruitment and selection procedures at the CPC.

Profile of employees of Cocoa Processing Company Limited

This section of the study presents the socio-demographic characteristics of the employees at the CPC. The socio-demographic characteristics of employees have been found to be a correlate of their views and assessments of various recruitment and selection procedures (Stone & Deadrick, 2008). In fact, it is widely acknowledged that the background characteristics of individual employees can give a strong indication as their opinions and perception of events in at their workplaces and hence their work ethic. The socio-demographic variables of the employees captured in this study include; age, sex, marital status, educational attainment, position occupied in the organisation, number of years worked in the organisation, and the number of years worked at current position. Table 2 shows

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the socio-demographic characteristics of the employees of the Cocoa Processing

Company as captured in the study.

Table 2: Profile of employees of Cocoa Processing Company Limited

Profile	Frequency	Percent
Sex		
Male	101	82.8
Female	21	17.2
Age		
<30	38	31.1
30-34	33	27.0
35-39	23	18.9
40+	28	23.0
Marital status		
Married	66	54.1
Single	56	45.9
Level of education		
JSS/SHS	41	33.6
Diploma	45	36.9
Degree	25	20.5
Postgraduate	11	9.0
Duration of work (Years)		
Up to 5	43	35.2
6-10	50	41.0
11+	29	23.8
Position		
Junior staff	86	70.5
Senior staff	36	29.5
Duration at current position (years)		
Up to 5	58	47.5
6-10	50	41.0
11+	14	11.5

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Source: fieldwork, 2013

With regard to the sex of the employees, it emerged that there was male domination (82.8%) among the workforce of the company as compared to females (17.2). This finding is consistent with the observations made by the Ghana Statistical Service (GSS, 2010) that formal employment in the Ghana is skewed towards males than females. It is estimated that formal sectors in the Ghanaian economy employs about 80 percent male employees as compared to just about 20% of female employees (GSS, 2010).

Age is another important variable with regards to the distribution of workers at a particular company. Age of the employee can be a reflection of the employee's experience in the world of work and hence may have an indirect relation with the person's view of human resource practices (Miller, 1992). Table 2 suggests one third (31.1%) of the employees were aged less than 30 years. Also, employees between the ages of 30-34 years constituted 27.0 percent of the sample whiles those within the age brackets of 35-39 years were 18.9 percent. Employees aged 40 years and above constituted one fourth (23.0%) of the sample. The age distribution of the employees indicates an active and youthful workforce. This is in line with the assertion made by Walker (2009) that most organisations usually engage youthful workforce due their active nature and also their ability to serve the organisation for a relatively long time due to their youthful ages. In terms of the marital status of the employees, the study revealed that about half (54%) of the respondents whilst unmarried constituted 46 percent.

Education attainment is not only an indication of the job position an employee may occupy in an organisation but also the views that an employee may hold concerning certain practices within the organisation. Thus, an employee's level of education may influence the subjective views the person may possess about the recruitment and selection processes in an organisation (Costello, 2006). Subsequently, the educational attainment of the respondents was sought. Table 2 shows that over one third (37%) of the employees have obtained diploma certificates. Another third of the respondents (34%) have obtained either Junior High or Senior High School certificates, whiles one fourth of them (21%) have bachelor degree. Only 9.0 percent of the employees have indicated they have postgraduate qualification.

The study also analysed the number of years the employees have been working with the Cocoa Processing Company Limited. The number of years an employee has been engaged in the Company to some extent influence the knowledge of the person in the recruitment and selection process in the company and hence his or her perception of the process. In other words, all other things being equal, it is expected that the assessment of the recruitment and selection procedures at the CPC vary by the number of years worked at CPC. Employees who have worked with company for a period of 6-10 years were in the majority (41.0%) whiles those who have worked for five (5) years and below were in the next highest category (35.2%). Meanwhile, 23.8 percent of the employees indicated they have worked in the company for 11 or more years.

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The results revealed that there was more junior staff (70.5%) among the employees of the CPC than senior staff (29.5%). This finding was expected since senior management positions are few in all organisations as compared to junior level positions.

As shown in Table 2, close to half of the employees (47.1%) indicated they have worked at their current positions for a period of five (5) years and below. This was followed by employees who have worked at their current positions for a period between 6-10 years (41.0%) and 11 years and beyond (11.5%).

Sources of recruitment at Cocoa Processing Company Limited

Employees can be recruited from different sources. The sources from which employees are recruited are also indications of the quality and core competencies job applicants are expected to possess (Costello, 2006). Ivancevich (1995) intimated that employers are selective about the sources from which they attract job applicants since it has implications for future human resource. In this regard, Mullins (1999) opined that employers should carefully evaluate and decided on sources that can get the best fit of employees they are looking to attract to their organisations. The study sought to identify the sources of recruitment at the Cocoa Processing Company Limited. To achieve this, employees were asked to indicate how each of them was recruited into the company. The result is shown in Table 3.

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As shown in Table 3, close to half (43%) of the employees indicated that they were recruited through the mass media. Specifically, they indicated newspapers adverts, radio adverts and television adverts as the main sources (46.6%) through which they were recruited. This finding is consistent with the observations made by Woods (2002) and Smith (2004) that the mass media is a major source of recruitment to most companies. Other sources through which employees in the company were recruited included; referrals from existing employees (17.2%), company notice board (9.8%), electronic media (9.0%) and walk-ins (8.2%).

Table 3: Sources of recruitment at Cocoa Processing Company Limited

Source	Junior Staff		Senior Staff		Total %
	N	%	N	%	
Media advert (newspaper, radio and TV)	43	35.2	9	7.4	42.6
Referrals from existing staff	14	11.5	7	5.7	17.2
Company notice board	8	6.5	4	3.3	9.8
Electronic media (Internet)	3	3.4	8	6.5	9.0
Walk-ins	8	6.6	2	1.6	8.2
Employment agency	4	3.3	5	4.1	7.4
Past employees	6	5.0	1	0.8	5.8
Total					**100**

Source: Fieldwork, 2013

The finding that referrals from existing employees constituted the next most used source after mass media is astounding, as recruitment should not be based on existing employees in a company. Using this source is not ideal (Chand & Katou, 2007) as it can be based on parochial interests and not on competence. However, the emergence of the internet as source of recruitment in the company is not surprising as the internet is increasingly becoming a preferred source of recruitment (Kattara, 2005) due to its ease of use by both recruiters and potential employees.

Further, the Human Resource Manager of the Cocoa Processing Company Limited was interviewed on the sources of recruitment in the company. This was to in order to obtain management perspective on the issue of recruitment. Thus, since the human resource manager had the oversight responsibility for recruitment, his views were deemed necessary.

The findings from the in-depth interview with human resource manager indicated that the CPC recruits from both internal and external sources and hence conformed to the findings from the employees. Thus, employees are recruited from within the organisation as well as outside the organisation. However, internal recruitment usually takes prominence over external sources. As indicated by the Human Resource Manager of CPC:

As a policy document in the collective agreement, the first thing to do anytime a vacancy exists is to look from within the organization to see if there is a suitable candidate to fill from within. A memo advertising the position is placed on the company notice board for not less than one

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month to give employees who want to apply the chance. If after the internal advert a suitable candidate is found, the search ends there. However if no suitable candidate(s) is found after the one month period, the next option is to use an external source. HR Manager

As revealed by the human resource manager, the first option for the organisation to recruit is to advertise the job opening within the organisation for interested and qualified candidates to apply. This finding is line with the observation made by Jovanovic (2004) that organisations are increasingly looking into internal sources for recruitment due to its cost-effective nature.

External sources through the print media and referrals are also used by the Cocoa Processing Company Limited for recruitment. However, the external sources of recruitment are considered only after the internal source has field to yield resources. This was as indicated by the Human Resource Manager:

The company currently does not use any recruitment agency to search for prospective candidates. However, they engage an advertising agency to design the advert for them. The advert is then placed in the print media inviting prospective candidates. At times to, they have to refer to applications they already have on file to see if prospective candidates can be found.

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The print media has been viewed as one of the commonest sources for recruitment by large organisations (Mckenna & Beech (1995). Also, referrals have also been found to be emerging source recruitment. Another salient issued that came up was the fact that walk-in applicants are also considered for recruitment. As indicated in the above quote from the Human Resource Manager, they also consider application they have received from walk-in applicants that is on file during recruitment.

After the applications have been received from the two main sources identified, the selection process then starts. The selection process begins with the shortlisting of the applicants by marching their credentials with the job description and specification. The shortlisting usually reduces the number of applicants considered suitable for further selection procedures such as interviews. The interviews are usually threefold namely written, oral and practical interviews as stated by the Human Resource Manager.

Once prospective candidates are found, short-listing begins and using the job description and the person specification, the short listing is done. Usually, just 5-6 candidates out of the lots are short-listed. This done paves the way for interview. Depending on the position to be filled, short-listed candidates may have to undergo 3 phase interview namely writing interview, practical interview and oral interview.

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Employees' assessment of the recruitment and selection process at Cocoa Processing Company Limited

Recruitment is an integral part of an organisation's productive activities. Employees of an organisation go through various recruitment procedures and through that tend to develop their own perceptions about the process. The views held by the employees of an organisation on its recruitment process have the tendency to influence the attractiveness of the organisation to people outside it (Jovanovic, 2004). In view of this, the study sought to assess the views or perceptions of the employees of CPC on its recruitment process. To facilitate the presentation and interpretation of the results and also in accordance with the classification of recruitment processes by (Mullins, 1999), the views of the employees on the recruitment process was captured on two constructs namely positive and negative. The result of this is shown in Table 4.

As indicated in Table 4, most of the employees of the CPC agreed that recruitment process in the company was fair as indicated by the mean score of (mean = 3.76). In addition to this, most of the employees agreed (mean = 3.83) that recruitment in the company was based on previous work experience as well as high standard (mean = 3.60). It was also the view of the employees that recruitment was based on competence (mean = 3.75) and qualification of the applicant (mean = 3.85).

Overall, the employees of the company were in agreement (mean = 3.77) that the recruitment process in the company was in tandem to the positive practices of human resource management. This is in line with the findings made

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by (Beardwell & Holden, 1997) and (Ivancevich, 1995) that most employees usually rate the recruitment processes in their companies as being of high standards and conforms to good human resource practices. Perhaps the fact that these employees are already working in the company and hence any negative judgement of the recruitment process will mean they themselves were recruitment through such practices may have accounted for this positive view. The employees were ambivalent (mean = 2.99) as to whether the recruitment process in the company was so demanding. Further, it was revealed that the employees were unsure (mean = 2.77) whether recruitment in the company was based on ethnicity. Similarly, the employees remained divided (mean = 2.87) on the issue that recruitment in the company was based on favouritism.

However, the employees indicated that they disagreed (mean = 2.27) with the idea that recruitment in the company was based on bribery. This implies that the employees thought that recruitment into the company had nothing to do with bribery and thus employees were not recruited based on bribes. On the overall, the employees remained divided (mean= 2.84) on the issue of negative recruitment associated with the CPC. This is not surprising as it is expected that once the employees have indicated that the recruitment process is positive then they should object to the idea that it is at the same time negative.

Selection closely follows recruitment and this is the actual of aspect of deciding which particular employee to hire. At this stage, it is expected that careful screening of the applicants will be undertaken in order to select the applicant best suited for the job (Carrie, 2010).

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Table 4: Employees' assessment of recruitment process at Cocoa Processing Company Limited

Statement	Number	% in agreement	Mean	Std. Error
Positive				
Fair	122	72.2	3.76	0.08
Work experience	122	73.0	3.83	0.09
High standard	122	59.0	3.60	0.09
Competence	122	68.9	3.75	0.10
Qualification	122	72.9	3.85	0.09
Overall score	122	74.6	3.77	0.08
Negative				
Demanding	122	36.9	2.99	0.10
Based on ethnic lines	122	23.0	2.77	0.10
Based on favouritism	122	33.6	2.87	0.11
Based on bribery	122	18.0	2.27	0.11
Overall score	122	21.4	2.84	0.07

Scale: 1.0-1.49 = strongly disagree, 1.50-2.49 = disagree, 2.50-3.49 = neutral, 3.50-4.49 = agree, 4.50-5.0 = strongly agree

Source: fieldwork, 2013

The process should open and transparent since the implications of hiring unqualified personnel are long lasting on the organisation (Coleman, 1988). In addition to this, the cost of an ineffective selection process is huge to the organisation and may also go a long to demoralise the current employees. The

views of the employees of CPC were therefore sought on the selection procedures at the CPC as shown in Table 5.

With regards to the selection process at the CPC, it was revealed that most of the employees agreed (mean = 3.77) that the process was applications submitted to the organisation. The employees also agreed (mean = 3.81) that selection at CPC is based on interviews. This is not surprising as it conforms to the assertion made by (Breaugh & Starke, 2000) that interviews are common tools used by human resource personnel for selecting suitable employees. The study also revealed (Table 5) that most of the employees agreed that aptitude test is employed in the selection of employees at the CPC. This finding conforms to that of (Lee, 2005) that aptitude is increasingly become popular among human resource managers as a selection.

Similarly, (Turban & Cable, 2003) indicated that aptitude tests offers human resource managers the opportunity to assess the critical thinking abilities of candidates as well as their ability to produce results in a limited time and hence its increasing popularity as a selection. Further, the employees agreed (mean = 3.18) that selection at CPC is based on the diligence of the applicants as well as the previous work experience of the applicants. On the overall, the employees were in agreement that selection at the CPC is based on positive selection processes. This finding is expected as it follows the common notion that employees of an organisation will mostly give favourable comments about the organisation whiles they are still employed with the organisation.

Table 5: Employees' assessment of the selection process at Cocoa Processing Company Limited

Statement	N	% in agreement	Mean	Std. Error
Positive				
Based on applications	122	71.3	3.77	0.08
Based on interviews	122	71.3	3.81	0.09
Based on aptitude test	122	41.8	3.04	0.10
Based on diligence	122	45.1	3.18	0.11
Previous work experience	122	72.1	3.86	0.09
Overall score	122	63.1	3.57	0.10
Negative				
Based on the sex of applicant	122	22.1	2.60	0.11
Knowing someone in at CPC	122	38.6	3.24	0.10
Based on the applicants age	122	49.2	3.27	0.08
Tribal or ethnic relations	122	50.0	3.40	0.09
Overall score	122	39.3	3.25	0.10

Scale: 1.0-1.49 = strongly disagree, 1.50-2.49 = disagree, 2.50-3.49 = neutral, 3.50-4.49 = agree, 4.50-5.0 = strongly agree

Source: fieldwork, 2013

With regards to employees' assessment of negative selection processes at the CPC, the employees were divided (mean = 2.60) over the idea that selection is based on the applicant's sex. However, the employees agreed (mean = 3.24) that selection at the CPC was based on knowing someone in the organisation. This

finding confirms the popular notion among Ghanaians that securing a job is based on 'who you know' and not your credentials and ability. Similarly, the employees agreed (mean = 3.27) that selection is based an applicant's age as well as the ethnic relations of the applicant (mean = 3.40). On the whole, the employees were of the view (mean = 3.25) that selection at the CPC is based on negative selection procedures.

Evaluation of recruitment and selection process by socio-demographics

Employees' assessment on various organisational policies have been found o vary across their socio-demographic characteristics (Turban & Cable, 2003). Specifically, employees' views on the recruitment and selection strategies of firms have been found to differ across their profile (Collins & Han, 2004) arguing that employees' backgrounds influence their thoughts and hence perceptions they hold regarding recruitment and selection. Subsequently, the employees' views on both recruitment and selection processes at CPC was assessed across their socio-demographic background. Two statistical techniques namely the t-test and One Way Analysis of Variance (ANOVA) was used to accomplish this task. The ANOVA was used were the socio-demographic characteristics which serve as the independent category was in more than two categories whiles the t-test was used where the independent variables was in two categories. The result of this analysis is displayed in Table 6.

In assessing the employees' views on recruitment and selection against their sex, the t-test revealed that employees' views on both the positive (P = 0.001) and negative (P = 0.000) recruitment processes significantly varied among

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males and females. That is to say employees' views on positive recruitment process varied among male and female employees. As indicated in Table 6, whiles male employees were of the view that there is positive (mean = 3.89) recruitment process at the CPC, their female counterparts disagreed (mean = 2.19). Perhaps the peculiar sex of the female employees makes them prone to different kinds of inappropriate recruitment process which are not known to the men. Moreover, there is a popular view among Ghanaians that female job seekers usually have to subject themselves to the sexual demands of their male employers and have accounted for this finding.

Table 6: Evaluation of recruitment and selection process by socio-demographics

Socio-demographic	N	Recruitment		Selection	
		Positive	Negative	Positive	Negative
Sex					
Male	101	3.89	2.15	3.61	3.39
Female	21	2.19	3.20	3.58	2.57
		t = 3.28,	t = 4.05,	t = 1.24,	t = 4.28,
		P =0.001*	P=0.000*	P = 0.215	P =0.000*
Age (Years)					
<30	38	4.15	2.94	3.71	3.39
30-34	33	3.87	2.81	3.60	3.33
35-39	23	2.34*	2.69	3.34	3.13
40+	28	2.46*	2.85	3.53	3.07
		F = 5.55,	F = 0.41,	F = 1.07,	F = 1.06,
		P =0.001*	P = 0.743	P = 0.364	P = 0.388
Marital status					
Married	66	3.59	2.72	3.48	2.40
Single	56	2.41	2.98	3.67	3.55
		t = 2.37,	t = 1.63,	t = 1.37,	t = 3.73,
		P =0.019*	P = 0.104	P = 0.173	P =0.000*
Level of education					
JSS/SHS	41	4.02	2.02	3.60	3.53
Diploma	45	3.73	2.12	3.55	3.66
Degree	25	3.44	2.22	3.68	2.95

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Postgraduate	11	3.72	2.00	3.27	3.14
		F = 2.18,	F = 1.94,	F = 0.73,	F = 3.80,
		P = 0.093	P = 0.126	P = 0.536	P =0.012*
Duration of work (Years)					
Up to 5	43	3.83	2.17	3.67	3.23
6-10	50	3.84	2.00	3.46	3.38
11+	29	3.55	2.15	3.62	3.06
		F = 1.06,	F = 1.61,	F = 0.939,	F = 1.23,
		P = 0.348	P =0.204	P = 0.394	P = 0.296
Current position					
Junior staff	86	3.73	2.88	3.54	3.32
Senior staff	36	3.86	2.75	3.63	3.08
		t = 0.69,	t = 0.78,	t = 0.59,	t = 1.42,
		P = 0.486	P = 0.437	P = 0.554	P = 0.156
Duration at current position					
Up to 5 years	58	3.75	2.75	3.63	3.15
6-10 years	50	3.86	2.96	3.54	3.40
11+ years	14	3.50	2.78	3.42	3.14
		F = 0.83,	F = 0.76,	F = 0.48,	F = 1.23,
		P = 0.436	P = 0.468	P = 0.620	P = 0.296

Scale: 1.0-1.49 = strongly disagree, 1.50-2.49= disagree, 2.50-3.49= Neutral, 3.50-4.49= agree, 4.50-5.0= strongly agree.   * = Significant at 0.05

Source: fieldwork, 2013

However, in terms of the employees' views on negative recruitment processes at the CPC, the female employees agreed (mean = 3.20) that the recruitment processes at CPC was negative whiles the employees remained divided (mean = 2.15) over the same issue. In terms of employees views on the selection of employees at the CPC, there was a significant difference (P = 0.000) between the negative assessment given by males and females. The t-test revealed that whereas the employees agreed (t = 3.39) that selection at the CPC followed the negative selection practices, their female counterparts were divided (t = 2.57) on the same issue. Perhaps the male employees think that their female

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counterparts are favoured during selection and hence the reason for this finding. With regards to positive selection procedures at the CPC, no significant differences (P = 0.215) were found to exist between males and females assessment (Table 6).

With respect to employees' age and their assessment of recruitment procedures at CPC, significant difference (P = 0.001) was found among the various age groups and their assessment of positive recruitment procedures. Whiles employees of age groups between (mean = 2.34) and 41 years and above (mean = 2.46) were ambivalent as to the positive recruitment practices at the CPC, employees of ages between (mean = 4.15) and (mean = 3.87) years agreed to that recruitment processes at the CPC was of positive standards. With regards to the negative recruitment procedures at the CPC, the ANOVA test revealed that there was no significant difference (P = 0.743) among the various age groups. Again, no significant differences were found between the various age groups and positive (P = 0.364) and negative (P = 0.388) employees' assessment of selection procedures at the CPC.

With regard to marital status of the employees and their views on the recruitment process at the CPC, it was revealed that (Table 6) that there was significant difference (P = 0.019) regarding employees' positive views on recruitment and their marital status. It was revealed that (Table 6) that whiles married employees agreed (mean = 3.59) that the recruitment procedures at CPC are positive in outlook, their counterparts who are single disagreed (mean = 2.38). However, the employees' assessment of the negative recruitment practices did not

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vary across their marital status (P = 0.104). In other words, there was no significant difference between employees' assessment of the negative recruitment practices and their marital status.

Also, employees' assessment of the positive selection practices at CPC did not vary across their marital status. Thus, there was no significant difference (P = 0.173) between employees' assessment of positive selection practices at the CPC and their marital status. A close inspection of the data in Table 6 shows that married employees disagreed (mean = 2.72) to the existence positive selection practices at CPC just as their unmarried colleagues (mean = 2.98). However, in terms of the negative selection practices at the CPC, the views of the employees varied based on their marital status. In other words, there was significant differences (P = 0.000) between the views of married and unmarried employees regarding the existence of negative selection practices. The employees who were married disagreed (mean = 2.40) to the existence of negative selection practices at the CPC whiles the employees who were single agreed (mean = 3.55) to the existence of negative selection practices.

Employees' views on recruitment and selection were also assessed across their educational attainment. With regards to recruitment, it was revealed (Table 6) that there was no significant difference between the educational attainment of the employees and their assessment of the positive (P = 0.093) recruitment practices at CPC as well as the negative recruitment practices (P = 0.126). Subsequently, it was shown (Table 6) that irrespective of the educational attainment of the employees, they all agreed (mean scores = 4.02, 3.73, 3.52,

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3.72) that to the existence of positive recruitment practices at CPC. Similarly, irrespective of the educational attainment of the employees, they all disagreed (mean scores = 2.01, 2.12, 2.22, 2.00) to the existence of negative recruitment practices in the organisation.

In terms of positive selection practices, there was no significant difference (P = 0.536) in the views of the employees across all educational attainments. All the employees agreed (mean scores = 3.60, 3.55, 3.68, 3.27) to the existence of positive selection practices in the organisation irrespective of their educational attainments. However, significant difference was observed (P = 0.012) in relation to negative selection practices and the various educational levels. Employees with bachelor degrees and postgraduate degrees remained divided (mean scores = 2.95, 3.14) on the existence of negative selection practices in the organisation whiles their counterparts with diploma and junior or senior high school certificates agreed (mean scores = 3.53, 3.66) to the existence of negative selection practices. Perhaps the highly educated employees are in management positions and hence in charge of decision making; so they do not see any taken wrong with their decisions.

Further, employees views on recruitment and selection was assessed across the number of years they have worked in the organisation. It was revealed that employees views on both positive and genitive recruitment strategies at CPC did not vary based on the number years an employee has worked with the organisation. Thus, there was no significant difference (P = 0.348) in the views of employees on positive recruitment practices based on the number of years worked

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as well as negative recruitment practices (P = 0.204) and the number of years worked. In terms of positive recruitment practices, the employee views did not vary among those who have served for 11 years or more (mean = 3.55), 6-10 years (mean = 3.84) and five (5) or less years (mean = 3.83). In the same vain, employees who have served for disagreed (mean = 2.15) to the existence of negative recruitment practices, as well as those who have served for 6-10 years (mean = 2.00) and five (5) or less years (mean = 2.19).

Also, there was no significant difference (P = 0.394) between the number of years served at the CPC and employees assessment of positive selection practices in the company. For instance, employees who have served in the company for five years or less agreed (mean = 3.67) to the existence of positive selection practice just as their counterparts who have worked for 6-10 years (mean = 3.76), and 11 or more years (mean = 3.62). In the same vain, there was no significant difference (P = 0.296) in the views of the employees on negative selection practices in the company irrespective of the number of years they have worked with the company. Employees who have worked with the company for five years or less were ambivalent (mean = 3.23) to the existence of negative selection practices in the company as well as their colleagues who have worked for 6-10 years (mean = 3.23), just as those who worked for 6-10 years (mean = 3.38) and those who worked for 11 years or more (mean = 3.06).

Employees' assessment of the recruitment and selection process at CPC was further examined across their positions. Generally, two main levels of employee positions exist at the CPC namely junior and senior staff. With regards

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to positive recruitment practices at CPC, no significant difference (P = 0.486) was observed across the two main positions. Junior staff indicated that they agree (mean = 3.75) to the existence positive recruitment practices at CPC just the senior staff (3.86). Similarly, there was no significant difference (P = 0.437) between junior and senior staff in terms of their assessment of the negative recruitment practices. Junior staff was divided (mean = 2.88) over the existence of negative recruitment practices likewise the senior staff (mean = 2.75).

Table 6 further revealed that there was no significant difference (P = 0.554) between employees positions and their assessment of positive selection procedures. Junior staff of the company agreed (mean = 3.54) that there are positive selection practices in the company just as their counterparts who were senior staff (mean = 3.63). Also, there was no significant difference (P = 0.156) between junior and senior staff in their assessment of the negative selection practices at CPC. Both junior and senior staff of the company were ambivalent over the negative selection practices in the company as indicated by their mean scores of 3.32 and 3.38.

Employees' views on recruitment was assessed across the number of years spent they have spent on their current positions in the organisation. The ANOVA test revealed that there was no significant difference (P = 0.436) between the number of years spent on a current position and their views on positive recruitment practices at CPC. Employees who have spent five (5) years or less agreed (mean = 3.75) that the company was practising positive recruitment as well as their counterparts who have spent 6-10 years (mean = 3.86) and 11 or

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more years (mean = 3.50). In terms of negative recruitment practices, it was revealed that there was no significant differences between employees' views on it (P = 0.468) and the number of years they have spent on their current position. Employees with less than five years on their current positions were divided on the existence of negative recruitment practices in the company likewise their colleagues who have spent 6-10 years (mean = 2.96) and 11 years and beyond (mean = 2.78).

With regards to the selection practices at CPC, the study revealed that there was no significant difference (P = 0.620) between the number of years spent on a current position and their views on positive selection practices. Employees with less than five years or less experience on their positions were in agreement (mean = 3.63) to the existence positive selection practices as well as those who have worked for 6-10 years (mean = 3.54) and 11 or more years (mean = 3.62). In relation to negative selection practices, it was revealed that there was no difference (P = 0.296) between the number of years served on current position and their assessment of the negative practices. Employees with less than five years' experience on their current positions were ambivalent (mean = 3.15) over the existence of negative selection practices just as their counterparts who have served for 6-10 years (mean = 3.40) and 11 years or more (mean = 3.14).

The study also thought it necessary to seek for suggestion on how to improve on recruitment and selection practices at the CPC. Since recruitment and selection practices are meant for the human resources, it is necessary to consider the views of the employees when designing recruitment and selection. Table 7

shows the results employee's suggestions on how to improve on recruitment and selection at CPC.

Table 7: Employees' suggestions on how to improve recruitment and selection (N = 122)

Suggestion	Number	Percentage
Recruitment		
Advertise job openings	89	72.9
Employee recommendation	61	50.0
Should be done within	41	33.7
Should be done by referrals	20	16.7
Selection		
Based on competence	98	80.3
Based on work experience	93	76.3
Not be based on sex	78	63.7
Not consider tribal difference	76	62.3
Based on interviews only	65	53.2

Source: fieldwork, 2013

In terms of how to improve recruitment in CPC, the study revealed that about two-thirds of the employees (72.9%) were of the view that recruitment should be advertised. Another half (50.0%) proposed that employee recommendations should be used as a source of recruitment. However, a little over a third (33.3%) suggested that it should be done from within. An indication

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that recruitment from within was not a popular idea among employees of CPC.

With regard to selection, over three-fourth (80.3%) of the employees saw recruitment based on competence as the way forward for CPC. Work experience was also seen by employees as another selection method that could be used as over two-thirds (76.3%) of the employees advocated its use by management. More than half (63.7% and 62.3%) of the employees suggested that management of CPC should not base selection on sex and on tribal considerations.

Challenges of recruitment and selection at Cocoa Processing Company Limited

Recruitment and selection in organisations is usually bedevilled with some inherent challenges (Crawford, 2004). These challenges may be internal or external and tend to stifle the smooth implementation of recruitment and selection policies. Also, the challenges may ultimately result in settling on not the most suitable candidates and hence the wring person for the job may be hired. In this view, it is important to understand some the challenges that an organisation encounters in its recruitment and selection process in order to help resolve them. To this end, the challenges or recruitment and selection at the CPC was explored within this study.

It emerged from the interviews with the various managers that one of the major challenges encountered during recruitment and selection is the pressure from the various Departmental managers on to influence the process. This happens when the managers try to impose applicants of their choice on the job

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even though such applicants may not be qualified the positions available. Not only does this make the process difficult for the human resource division, it also implies that people without the required skills get to fill positions they shouldn't be and hence results in poor output. The deputy human resource manager had this to say on this issue:

There are times employees who do not qualify to fill positions tend to use members of Management to influence the process. This places undue pressure on the human resource department to employ such people even though we know they are not qualified. This is therefore a big challenge to us.

Another challenge identified from the interviews was the fact that departmental heads do not inform the human resource department early to enable them go through the due recruitment and selection process. Departmental heads who identify vacancies in their departments usually wait till the situation becomes dire and they urgently need people to fill such vacancies before they inform the human resource department. This implies that the human resource department will have limited time to undertake a sound recruitment process and as such rush through the recruitment and selection process. The Human resource manager highlighted this by stating that:

Department managers do no usually inform us (human resource department) of the existence of a vacancy in their departments early

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enough. The notice from them is short and sometimes limits the possibility of having to select from a large pool of potential candidates.

The last challenge identified to be associates with the recruitment and selection process at the CPC has to do with the selection process. It was revealed that the company's selection process is only limited interviews. This was highlighted by the human resource manager:

> *Because the Company currently uses only interview sections, it limits the possibility of assessing potential candidates with various tools such as aptitude test.*

However, in order to get most suitable candidates out of a pool, a combination of selection tools will have to be used (Rowley & Benson, 2002). Once the selection process is only limited to interviews, it implies the weaknesses of interview as a selection tool cannot be compensated for by any other means and hence could lead to the hiring of unsuitable candidates. This is finding is contrary to the assertion made by Youndt and Snell (2004) that organisation's usually use combination of selection tools instead of just one.

Summary

This chapter looked issues arising out of the data collected from the field. The analysis of data was done to reflect the specific objects set out for the study.

Issues looked at included profiling of employees of CPC, the sources used by management of CPC to recruit employees for both junior and senior staff. In order to establish the views of employees of CPC on the recruitment and selection process, an evaluation of employees' assessment of the process was conducted. This was further explored by the socio-demographics to establish patterns based on sex, age, level of education, duration at work and position. Finally, the challenges that management are faced with in relation to the recruitment and selection process was looked at.
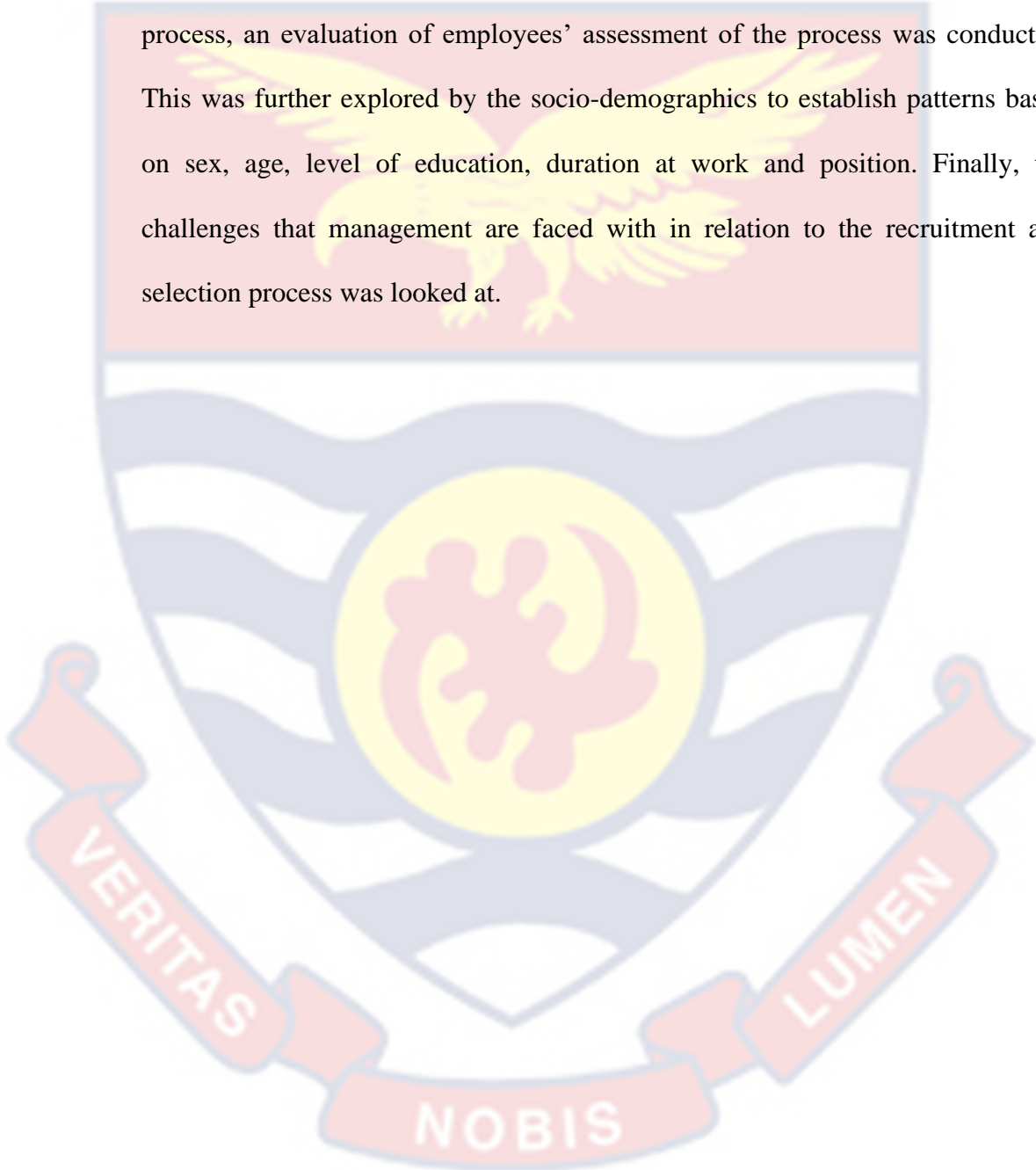
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter reflects on the entire study. The chapter focuses on the summary of the research process, major findings, conclusions drawn, and recommendations to improve practice.

Summary

The purpose of this thesis was to examine the recruitment and selection processes of Cocoa Processing Company Limited. Two main instruments were used in the study namely the questionnaire and in-depth interview guide. A simple random sampling technique was used to select employees whiles purposive sampling technique for managers of the Cocoa Processing Company Limited. Data on the recruitment and selection process were collected from 122 employees and 6 senior managers of the CPC in April 2013.

Descriptive statistics namely percentages, and means, t-test and ANOVA were used in analysing the data. The percentages and means were used to describe the scores of the respondents whiles the t-test and ANOVA were used to assess the differences in the assessment of the recruitment and selection practices across their socio-demographic characteristics.

Main findings

The study revealed that recruitment and selection in the company was done through internal and external sources. However, internal sources had preference over external sources due to its cost-effective nature. Internal sources of recruitment are not able to yield results, therefore, external sources mainly the mass media is relied on as close to half (47%) of the employees of the company were recruited through the mass media. The selection process is based on only interviews.

The employees were of the view that there were positive recruitment practices at the CPC (3.85). The employees indicated that recruitment at CPC was based on a fair system (3.76), work experience (3.83), high standard (3.60), qualification (3.75) and competence (3.85).

Thus, employees assessed the selection practices of the company to be positive and in accordance with sound human resource practices. Issues such as applications, interviews, aptitude test, diligence of the applicant and previous work experience were in the view of the employees some of the criteria used in selection.

Employees' recommended that selection should be based on competence, work experience and devoid of ethnic considerations and preference for an applicant's gender.

It emerged that the recruitment and selection process in the company is confronted with three main challenges namely pressure from top managers to impose people on the organisation, department heads inability to inform human

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resource of existing vacancy early and the use of only interviews as a selection tool.

Conclusions

Based on the objectives of the study and the corresponding findings presented above, the following conclusions could be drawn:

The mass media namely newspaper adverts, radio adverts and television adverts constituted the major source of recruitment in the Cocoa Processing Company Limited. However, other sources like referrals by existing employees and company notice board were also important sources through which employees were recruited into the company.

Employees of the Cocoa Processing Company Limited have high regard for the recruitment selection practices of the company. Thus, it can be said the recruitment and selection procedures in the company is of sound human resource practices as per the judgement of the employees. This is informed by the fact the assessment of both recruitment and selection practices in the company were rated highly by the employees.

There is sufficient evidence to conclude that the assessment of recruit and selection practices in the company differed by employees differed based on their background characteristics. This was revealed by the tests results of the t-tests and ANOVA which indicated significant differences in the assessment of the recruitment and selection practices across the socio-demographic characteristics of the employees.

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The recruitment and selection sources in the company are internal and external sources. Thus, two main sources of recruitment and selection exist in the company. However, of the two sources, the internal is the one that is valued highly by the company followed by the external source. The external sources used by the company are the print media and walk-in applications.

There are three main challenges with the recruitment and selection practices at the Cocoa Processing Company Limited namely pressure from top managers, delay in information delivery on the existence of vacancy and the use of only interview as a selection tool. The challenges identified are all internal challenges since the organisation is said to have control over them. As such no external challenges were identified to be confronting the recruitment and selection process.

Recommendations

In line with the main findings of this study and the conclusions drawn, the following recommendations are made for improving practice in relation to recruitment and selection at CPC and for further research.

Top managers in the company should be educated and encouraged to refrain from interfering with the activities of the human resource department. The study has revealed that all the three challenges encountered in the recruitment and selection process were all inherent and hence within the control of the organisation. Once top managers who usually try to impose their applicants on the human resource division get to understand to recruit only qualified applicants,

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they will refrain from interfering with the human resource activities. Further, the company should introduce sanctions for top managers who refuse and try to interfere with the activities of recruitment and selection.

In addition to this, the company and specifically the human resource department need to introduce addition selection tools in order to be able to evaluate applicants holistically. Thus, since it emerged from the study that interview was the only selection used to hire employees, it advisable for the company to add other selection tools such as aptitude test in order to be able to evaluate the applicants better.

The company should broaden the sources of recruitment and selection in order to enable them attract as diverse and qualified applicants. The current sources of recruitment are limited to just internal and print media, these sources may not be enough to attract suitable applicants with diverse backgrounds. Sources such as internet will widen the sources of recruitment for the company.

Since the findings of the study suggests that employees have positive perception about their recruitment and selection practices, the company should continue to pursue the current recruitment and selection policies.

Also, future research in the area of recruitment and selection should consider should delve further into the background characteristics of employees and their assessment of recruitment and selection. The findings of this study that just there are differences in the views of the employees regarding recruitment and selection implies that future can further unearth the extent to which an individual's background influence how he or she perceives the process.

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APPENDICES

APPENDIX A

UNIVERSITY OF CAPE COAST

INSTITUTE FOR DEVELOPMENT STUDIES

Questionnaire for senior and junior staff at CPC in Tema

Dear Sir/Madam

This study is being conducted by a master student in Human Resource Management at the Institute for Development Studies of the University of Cape Coast. The study is carried out in partial fulfilment of the requirements for the award of the degree. It is purely for academic purposes and any information herein provided shall be used for only such purposes. The anonymity and confidentiality of the respondent is fully assured. Thank you for agreeing to take part in this study.

Module 1: Sources of employee recruitment and employees' assessment of recruitment at CPC

Please indicate the source from which you were recruited by ticking the appropriate box

Sources of Employee Recruitment	Please Tick
1. Employment Agencies	
2. Newspaper Adverts	
3. Radio Adverts	

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4. TV Adverts	
5. Referrals from Existing Staff	
6. Unsolicited Applications	
7. Walk-ins	
8. Referrals from Contacts	
9. Educational Institutions	
10. Internet	
11. Company Notice Board	
12.Past Employees	
13.Former Applicants	
14. Poaching	
15. Professional Journals	
16 offering permanent to casuals	

Please indicate the extent to which you agree or disagree to the statements below with regards to your assessment of recruitment strategies in this company. The responses range from SD = strongly disagree, D = disagree, N = neutral, A= Agree and SA = strongly agree.

Statements	SD	D	N	A	SA
The recruitment process in this organisation is					
Positive					

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Fair					
Work experience					
Of high standard					
Based on competence					
Based qualification					
Negative					
Demanding					
Based ethnic lines					
Based favouritism					
Based on bribery					
Selection in this organisation is					
Positive					
Based on applications					
Interviews					
Aptitude test					
Based on due diligence of the applicant					
Negative					
Based on sex					
Based recommendation from someone known to people here					
Age					
Work sample					

Module 2: Areas of improvement in recruitment and selection

Recruitment	SD	D	N	A	SA
Recruitment should be done from within					
Recruitment should be done by advertising job openings					
Recruitment should be done by referrals					
Recruitment should be done based on recommendation by people they know					
Employees should be allowed to recommend people for recruitment					
Selection					
Selection should be based on competence					
Selection should be based on work experience					
Selection should be based interviews only					
Selection should be based recommendation by senior managers					
Selection should not consider tribal differences					
Selection should be based sex					

Module 3: Socio-demographic characteristics

1. Sex 1. Male ☐   2. Female ☐

2. Age…………………………

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3. Date of birth ………………………

4. Marital Status

   1. Married   ☐   3. Divorced/Separated   ☐

   2. Single   ☐   4. Widowed   ☐

5. How long have you been in this company? ....

6. What is your current position in the CPC?

   1. Senior staff   ☐

   2. Junior Staff   ☐

7. How long have you been on this position? ....

8. What is your highest level of education

   1. JSS/SHS   ☐   Degree   ☐

   2. Diploma   ☐   Postgraduate   ☐

9. Do you have any professional qualification? 1. Yes ☐   2. No ☐
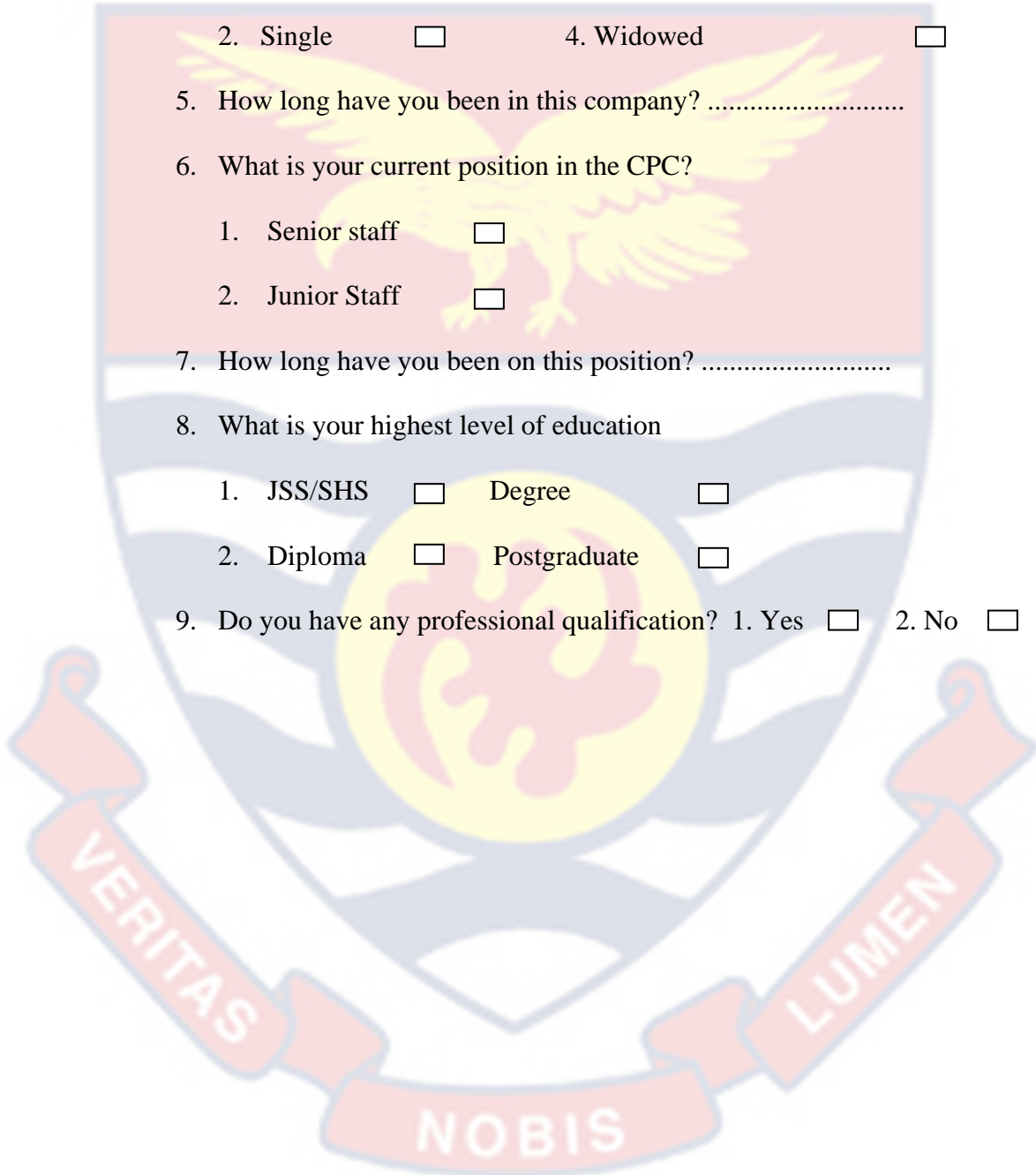
APPENDIX B

UNIVERSITY OF CAPE COAST

INSTITUTE FOR DEVELOPMENT STUDIES

INTERVIEW GUIDE FOR MANAGEMENT

Dear Sir/Madam

This study is being conducted by a master student in Human Resource Management at the Institute for Development Studies, University of Cape Coast. The study is being carried out in partial fulfilment of the requirements for the award of the degree. It is purely for academic purposes and any information herein provided shall be used for only such purposes. The anonymity and confidentiality of the respondent is fully assured. Thank you for agreeing to take part in this study.

The purpose of the study is to examine the recruitment and selection processes of the company with the view to identifying the challenges associated with the processes and make recommendations to help improve the company's operations effective and efficient. This is for academic purpose only. Your candid opinions will be highly appreciated. You are assured that your responses will be held in utmost confidence.

Sources and procedures of recruitment and selection

1. How often do recruit in this company?

   (Probe for what informs the number of times recruitment and selection is done)

2. What are the sources of recruitment in the Cocoa Processing Company Limited?

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(Probe for how internal and external recruitment and selection is done)

a. Which of the sources has been effective?

b. Why have the other sources not been successful?

3. Which recruitment procedure does your organization use?

(Probe for panel interviews, telephone interview, aptitude test writing, recruitment through an agency, etc)

a. How often do you use a particular process and why?

How to ensure the effectiveness of the process

4. Do you have any policies and structures in place to ensure that recruitment and selection is effective?

(Probe for policies on how vacancy can be filled, who proposes for position to be filled, do they have a recruitment team, how vacant position is described).

5. How do you measure the effectiveness of the process?

(Probe for output of labour, customer satisfaction, innovativeness by employees, workforce adaptability etc.)

Challenges associated with recruitment and selection

6. What are some of the challenges that you are faced with in recruiting and selecting employees. (Probe for managerial incompetence, technical and conceptual skills needed to recruit, application of inefficient recruitment techniques, etc.)

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