

UNIVERSITY OF CAPE COAST

RECRUITMENT AND SELECTION PRACTICES IN THE GHANA NAVY

JUSTICE MACCARTHY-KUFFOUR

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BY

JUSTICE MACCARTHY-KUFFOUR

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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's name: Justice MacCarthy-Kuffour

Signature: Date:

Supervisor's declaration

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

Supervisor's name: Mr. F. Boachie-Mensah

Signature: Date:

ABSTRACT

Recruitment and selection as a human resource management function, is one of the activities that impact most critically on the performance of an organisation. It has an important role to play in ensuring worker performance and positive organisational outcomes. This study seeks to examine the recruitment and selection practices in Ghana Navy. A descriptive survey design was used for the study and data were obtained from thirty team leaders responsible for recruitment and selection in the Ghana Navy, using questionnaires.

The results show that respondents understood and adhered to all the steps of the organisational policy of the Ghana Navy. Also, the recruitment strategies used were in line with the equal employment policy and external medium of advertisement were preferred to the internal medium of advertisement. Selection of new employees was also solely based on the results of the assessment tools. Instructions for selection were also mostly given to respondents from their seniors. Furthermore, respondents were not always included in the panel that conducts the interviews for the final selection of new recruits and were not ultimately responsible for the selection of new recruits at their units.

In a nutshell, respondents exhibited a quite positive recruitment and selection practices. However, it is recommended Ghana Navy should give quality education and training to team leaders concerning recruitment and selection policy of the Ghana Navy and team leadership.

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DEDICATION

To my loved ones

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LIST OF ACRONYMS

HR	Human Resource
HRM	Human Resource Management
HRD	Human Resource Development
HCI	Human Capital Integrated

CHAPTER ONE

INTRODUCTION

Background to the study

Organisations recruit and select the most qualified individuals for open positions. In all cases, recruitment and selection activities are guided by a commitment to diversity through equal employment opportunity and affirmative action. Affirmative action means equal results whereby the wrongs of past discriminatory measures are rectified (Human, 1991). Andrews (1992) distinguishes between affirmative action and equal employment opportunities by stating that whereas the former refers to preferential treatment of all protected groups, the latter implies the equal treatment of all persons regardless of race, sex, age, handicap or national origin.

An effective approach to recruitment and selection can help an organisation to maximise the competitive advantages by choosing the best pool of candidates quickly and cost efficiently (Kleiman, 2005). Successful recruitment and selection can be costly and time-consuming. However, recruitment and selection is crucial for an organisation because unsuccessful recruitment and selection can be responsible for the failure of the organisation (Ahmed, Tabassum, & Hossain, 2006). Thus, the goal of a recruitment and selection program is to attract highly qualified candidates and ensure person-job-fit (Fisher, Schoenfeldt, & Shaw, 2004; Kleiman, 2005; Mathis & Jackson, 2005). Attracting highly qualified and skilled employees is important, as Holt (1993) mentioned that a well-motivated and skilled workforce is crucial to an organisation to compete effectively both in national and global markets. Khan (2008) emphasised the importance of the selection process by stating that

mismatch between the candidate and job can cost an organisation a great deal of money, time and energy. That is why Becker and Gerhart (1996) found growing empirical evidence linking human resource management activities and organisational performance, as human resources are the most valuable resource for the successful functioning of an organisation (Khan, 2008).

The successful recruitment, selection and retention of employees have proved to be an integral part of the success of both small and large organisations. Recruitment and selection for larger organisations have proved to be a core human resource planning activity and as such, they are a vital part of an organisation's overall strategic plan. However, the complexity of the human resource planning process varies with the size of the organisation and 'the perception and status of the human resource function' within the organisation (Compton, Morrissey & Nankervis, 2002). While large organisations have human resources (HR) as a core function, many small organisations are deficient, not only in management expertise, but especially in human resource management capability, and this can hinder development in small organisations (Scase & Goffee, 1985).

The views of some researchers are summed up by the statement, 'do not blame the workers; all they did was ask for a job' (Marvin, 1994). The role of recruitment and selection is to put in order preparations for potential long-term employment requirements, as well as deal with day-to-day employment vacancies, all as part of a human resource strategy (Kramar, 1992). It is a critical objective of all organisations to ensure that the people who are employed through the recruitment and selection process are the right people for the job. The alternative is to have unhappy staff and a high turnover level.

Whilst recruitment and selection is a management problem, it is nowhere near as big a problem as that of losing well-trained and valuable employees. However, turnover is a management problem, either because management failed to provide a productive working environment or because the wrong person was hired in the first place (Marvin, 1994). The cost of poor recruitment and selection processes can be significant. For example, Hacker (1997) suggests that a bad hiring decision equals 30 per cent of the first year's potential earnings. Hacker (1997) further suggests that this cost increases if not corrected within six months and is made up of the factors such as training a replacement, advertising, time, potential customer loss, lower productivity, recruitment agency fees, possible unemployment compensation claim, potential lawsuit and low morale.

People are an organisation's most valuable resources. The effectiveness of an organisation depends on its staff, and their training, organisation and discipline. Good quality work depends on good quality people. Consequently, an organisation that has a poor recruitment process is unlikely to recruit the right people. This may lead to poor performance, low profitability and eventual demise. Recruitment is used to attract job candidates who have the abilities and attitudes needed to help the organisation achieve its objectives (De Cenzo & Robbins, 1994). The recruiting efforts thus consist of where to search (source) and how to notify applicants of positions (methods).

It is an undeniable fact that most recruitment and selections in Ghana lack credibility and often influenced by nepotism, bribery and corruption as well as the much talked about "whom you know" culture (the practice whereby people recommend their own relatives and friends to be employed by

their organisations). Consequently, square pegs are put in round holes, resulting in poor service delivery. The recruitment and selection procedure therefore becomes a formality as opposed to an objective means to ensure the selection of the best candidates fit for the job (Bediako, 2008).

Statement of the problem

Many organisations in Ghana and, indeed, the public sector engage in recruitment and selection of staff and have units in charge of recruitment and selection. Recruitment and selection of staff in the public sector does not take place in a vacuum. It is carried out within a regulatory framework of laws, rules and regulations. Ghana navy is one of such organisations that have been providing recruitment and selection of staff since its inception.

In assessing the recruitment and selection practices in organisations and institutions in Ghana, several researches have been carried. For instance, in the banking sector, Djabatey (2012) and Sule (2012) observe that the methods used in the recruiting and selection process were very effective and helped improved employee performance, but were fraught with some challenges; in the Ghana Education Service, Ackah (2008) observes that the recruitment and selection processes adopted by the Ghana Education Service were not in line with laid down human resource best practices; while in the Ghana Police Service, Waabu (2008) finds that the police service lacks most of the efficient and effective process of recruitment and selection, and this has contributed to pressure from the external families during the processes, which have contributed to some of the dismal performance of the service.

However, no study has been carried out whatsoever on recruitment and selection practices in the Ghana Navy. It is against this background that the study sought to assess recruitment and selection practices in Ghana Navy.

Objectives of the study

The main objective of the study was to assess the recruitment and selection practices in the Ghana Navy.

The specific objectives of the study were to:

1. Identify the organisational policies in Ghana Navy;
2. Examine the recruitment practices in Ghana Navy;
3. Examine the selection practices in Ghana Navy; and
4. Ascertain team leaders' perception of recruitment and selection practices in Ghana Navy.
5. To make recommendations for policy making

Research questions

In order to address the specific objectives, the following research questions were posed:

- What are the organisational policies that exist in the Ghana Navy?
- How is recruitment process organised in the Ghana Navy?
- How is selection process practiced in the Ghana Navy?
- What is team leaders' perception of recruitment and selection in the Ghana Navy?

Significance of the study

It is hoped that this study would complement existing literature on recruitment and selection practices in organisations and institutions in Ghana, and serve as a reference material for further research.

Most people in the Ghanaian society see the military as a closed institution and mechanistic in nature. The strategic importance of the Navy in the provision of security cannot be underestimated. It is essential to assess and bring to light the recruitment and selection practices that exist in Ghana Navy.

This study would help unearth the challenges of recruitment and selection practices in Ghana Navy and provide relevant notes and evidence for Ghana Navy to effectively manage the recruitment and selection aspects of their human resource management. Lastly, this study would provide recommendations that would serve as reference point or guideline for government, decision and policy makers as well as other stakeholders of Ghana Navy.

Organisation of the study

The study is organised into five chapters. The first chapter of the study focuses on introduction, with specific discussions on the background to the study, statement of the problem, objectives of the study, significance of the study and organisation structure of the study. Chapter Two reviews the related literature on recruitment and selection as well as theoretical framework of the study.

Chapter Three describes the study organisation, methods of data collection and analysis. Relevant dimensions of the chapter are research

design, target population; sample size, sample technique, tools for data collection and methods of analysis coupled with challenges from the field. Chapter Four focuses on results and discussion, and forms the core part of the study. Finally, Chapter Five provides a summary of findings, conclusions and policy implications of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

The intent of this chapter is to throw light on aspects of recruitment and selection practices that are relevant to the study. Specific sub-themes that are captured include concept of recruitment and selection, relevance of recruitment and selection and theoretical framework for recruitment and selection practices.

The concept of recruitment and selection

Recruitment and selection have been variously defined. Erasmus, Van Wyk and Schenk (2000) describe recruitment as human resource management activities aimed at attracting potential job seekers to fill a specific vacant post. Recruitment is the process by which organisations locate and attract individuals to fill job vacancies (Fisher et al., 2004; Kleiman, 2005). Jovanovic (2004) defines recruitment as a process of attracting a pool of high quality applicants so as to select the best among them. For this reason, top performing companies devoted considerable resources and energy to creating high quality selection systems. According to Costello (2006), recruitment is the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organisation can select each other in their own best short and long term interests.

The primary purpose of recruiting is identifying and attracting potential employees (Noe, Hollenbeck, Gerhart, & Wright, 2006). According

to Khan (2008), recruitment means informing the market that new people are going to be appointed, which can be done through publicity and advertisement. In other words, the recruitment process provides the organisation with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies.

There are basically two sources of recruitment where applicants can be drawn into any organisation. These sources are classified as either internal or external. The extent to which these sources will be used depends upon the specific environment of organisation as well as its philosophy of operations. When using internal sources of recruitment, the organisation turns to existing employees to fill open positions. The employees recruited internally are either seeking lateral moves (job changes that entail no major changes in responsibility or authority levels like transfers), or promotions (Jones, George, & Hill, 2000). Internal sources of recruitment are not expensive and are less time consuming, compared to external sources. Another merit of internal sourcing is that the employees are already familiar with the system, and the organisation also has information about their skills, abilities and actual behaviour on the job. Internal sourcing boosts morale and motivation of employees (Jones et al., 2000).

In spite of the internal sources of recruitment, many organisations still rely on external sources. Reasons may be that there is limited pool of candidates internally and the system may not have suitable internal candidates. When recruitment is conducted externally, the organisation looks outside for potential applicants. External recruitment is likely to be used especially for lower entry jobs in periods of expansion, and for positions whose specific requirements cannot be met by present employees within the organisation (Jones et al., 2000).

There are multiple means through which an organisation can recruit externally, such as advertisements in electronic (including internet) and print media, private and public employment agencies (Prasad, 1979), walk-ins by job hunters (Jones et al., 2000), employee referrals (Halcrow, 1988), academic institutions (Lindquist & Endicott, 1986), professional associations, unions (Terpstra, 1996) and informal networks (Jones et al., 2000).

External sourcing has both advantages and disadvantages. Advantages include having access to a potentially large applicant pool, being able to attract people to an organisation who have the skills, knowledge, and abilities the organisation needs to achieve its goals, and, being able to bring in newcomers who may contribute fresh ideas to solving problems and who may be up-to-date on the latest technology. The disadvantages include high costs of recruitment and training, lack of knowledge about the inner workings of the organisation, and uncertainty about the performance of the potential employees (Jones et al., 2000).

Recruiting qualified and competent workers may be very difficult for some organisations because of some environmental constraints. Some organisations have unattractive workplaces, have policies that demand promotions from within, operate under union regulations, or offer low wages, which makes recruitment exercise and keeping employees difficult (Nickels, McHugh, & McHugh, 1999). However, the degree of complexity of recruitment is minimised by formulation of sound human resource policies after careful analysis of the strengths and weaknesses of the environment.

On the other hand, selection is a process of finding the most suitable individual to fill a vacancy. It is aimed at determining whether potential candidates have the necessary competencies to fill the vacancy and choosing the best candidate. The competences of the applicant versus the requirements

of the job are taken into account during the selection process (Erasmus et al., 2000). Selection is the process by which companies decide who will or will not be allowed into organisations (Noe et al., 2006). According to Khan (2008), the objective of selection is to pick the right candidate(s) who meet the requirements of the job and the organisation best. Mathis and Jackson (2005) pointed out that it ensures the person-job and person-organisation fit. That is why Fisher et al. (2004) mentioned that a good employee selection system can add to overall effectiveness of the organisation.

The focus of recruitment and selection, according to Montgomery (1996), is on matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job. Recruitment and selection process are important practices for human resource management, and are crucial in affecting organisational success (Jovanovic, 2004). Due to the fact that organisations are always fortified by information technology to be more competitive, it is natural to also consider utilising this technology to re-organise the traditional recruitment and selection process through proper decision techniques, with that both the effectiveness and the efficiency of the processes can be increased and the quality of the recruitment and selection decision improved.

The recruitment process

Recruitment and selection is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications (Walker, 2009). Thus, recruitment is the process of identifying and attracting potential candidates from within and outside an organisation to begin

evaluating them for future employment. Odiorne (1984) indicates that the quality of new recruits depends upon an organisation's recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the calibre of candidates attracted.

Indeed, Smith and Robertson (1989) argued that the more effectively the recruitment stage is carried out, the less important the actual selection process becomes. When an organisation makes the decision to fill an existing vacancy through recruitment, the first stage in the process involves conducting a comprehensive job analysis. This may already have been conducted through the human resource planning process, particularly where recruitment is a relatively frequent occurrence. Once a job analysis has been conducted, the organisation has a clear indication of the particular requirements of the job, where that job fits into the overall organisation structure, and can then begin the process of recruitment to attract suitable candidates for the particular vacancy (Smith & Robertson, 1989).

According to Odiorne (1984), one result of effective recruitment and selection is reduced labour turnover and good employee morale. Recruiting ineffectively is costly, since poor recruits may perform badly and/or leave their employment, thus requiring further recruitment. Miyake (2002) indicated that while advertising is usual for job vacancies, applicants were sometimes recruited by word-of-mouth, through existing employees. Besides being cheaper, the "grapevine" finds employees who stay longer (low voluntary turnover) and who are less likely to be dismissed (low involuntary turnover). People recruited by word-of-mouth stay longer because they have a clearer idea of what the job really involves. Miyake (2002), reviewed five studies in

which average labour turnover of those recruited by advertising was 51 per cent. The labour turnover for spontaneous applicants was 37 per cent and turnover for applicants recommended by existing employees was 30 per cent. One hypothesis proposed to account for this was the “better information” hypothesis. It was argued that people who were suggested by other employees were better and more realistically informed about the job than those who applied through newspapers and agencies. Thus, they were in a better position to assess their own suitability. Better informed candidates are likely to have a more realistic view of the job, culture of the organisation and job prospects.

Burack (1985) argues that recruitment sources are significantly linked to differences in employee performance, turnover, satisfaction and organisational commitment. In a survey of 201 large US companies, Burack asked respondents to rate the effectiveness of nine recruitment sources in yielding high-quality, high-performing employees. The three top ranked sources were employee referrals, college recruiting and executive search firms. However, Burack (1985) cautions that, while these general results are useful, there is a need for greater internal analysis of the relative quality of recruits yielded by different sources.

In a study assessing the recruitment of new graduates, Kersley and Martin (1997) reiterate the anticipatory socialisation stage for students planning to enter professions, and in particular the effects of recruitment and selection experiences on career expectations and orientation. They agree that the nature of students’ job search activity, the possession of relevant work experience, and exposure to employers through recruitment and selection activities may form part of the “evolving sequence of a person’s work

experiences” which contributes to anticipatory socialisation. It has been argued that exposure to employers through recruitment and selection is a social process where employers and potential employees gradually perceive a match. Through job search activities and awareness of employers’ recruitment literature and events, students gather information about organisation’s goals, values, climate and work practices to guide their ultimate decision. Exposure to selection procedures provides information about the culture and attributes of an organisation, and candidates form judgments from their perceptions of the fairness of the selection methods used (Kersley & Martin, 1997).

Delery and Doty (1996) argue that providing students with greater awareness of employment opportunities, and equipping them with the ability to be proactive in approaching potential employers, will lead to more effective career self-management and selection processes. There is also evidence that employers prefer graduates with a broader range of skills than just academic knowledge and greater appreciation of business needs both of which can be gained through work experience and awareness of employers’ recruitment and selection procedures. Using a sample of students in two traditional and one emerging profession (law, accountancy and human resource Management), the study examined the extent of career-related pre-employment work, recruitment and selection experiences and the relationship between these experiences and career expectations.

The focus on professions reflects the expectation that anticipatory socialisation is likely to be greater amongst these students. Although most students in their final years of university training will have had some contact with potential employers, students in dedicated professional courses are likely

to be provided with information earlier in their training about potential employment in the profession (Delery & Doty, 1996).

This is partly because of the prescribed nature of the degree, the mandatory post-degree training required for membership of the professional institute, unlike the problems identified in general degree courses, because lecturers are likely to have closer ties to the practicing profession. Students in traditional professions, therefore, are exposed earlier to the values of the profession, such as a commitment to client service and a professional code of conduct. The mandatory nature of this training also makes it likely that such a socialisation process persists despite idiosyncratic events within a profession; for example, recent concerns with corporate governance within accountancy which may have adversely affected the attractiveness of the profession for students and hence may impact recruitment into the profession (Burack, 1985).

The recruitment process is a systematic process that consists of various steps. According to Erasmus et al. (2000), the recruitment process starts with identifying a need for recruitment and it ends with evaluating the success of recruitment process. According to them, the individual steps in the recruitment process are: determine the exact need, obtain approval, combine or update job description and job specification, determine the key performance areas of the job, consult the recruitment policy and procedure, choose the recruitment source/s, decide on a recruitment method, implement the decision, allow sufficient time for response, screen responses, draw up a shortlist of candidates, provide feedback to applicants, proceed to selection and evaluate the recruitment effort.

Furthermore, e-recruitment on the web being the current trend for the recruitment and selection processes can further distinguish many activities of the processes. Dessler (2000) lists the essence of these as follows: build a pool of candidates for the job, have the applicants fill out application forms, utilise various selection techniques to identify viable job candidates, send one or more viable job candidates to their supervisor, have the candidate(s) go through selection interviews, and determine which candidate(s) an offer should be made.

The selection process

The selection process begins when the right calibre of candidates are identified. Selection is thus the process through which organisations make decisions about who will or will not be allowed to join the organisation. The selection process varies from organisation to organisation, job to job, and country to country. Some of the processes include screening applications and resumes, testing and reviewing work samples, interviewing, checking references and background. Organisations use these processes to increase the likelihood of hiring individuals who possess the right skills and abilities to be successful at their jobs (Walker, 2009).

While the calibre of candidate is determined by the value of the recruitment process, the selection decision remains a difficult one. Gould (1984) argues that most mistakes are caused by the fact that managers generally give little thought to the critical nature of the decisions. Employers are surprised and disappointed when an appointment fails, and often the person appointed is blamed rather than recognising the weaknesses in the

process and methodology, even the soundest of techniques and best practice (in selection) contain scope of error. Some of this is due to the methods themselves, but the main source is the frailty of the human decision makers.

Selection tools available to organisations can be characterised along a continuum that ranges from the more traditional methods of interviews, application forms and references, through to the more sophisticated techniques that encapsulate biographical data, aptitude tests, assessment centres, work samples, psychological testing, and so forth. Each method of selection has its advantages and disadvantages and comparing their rival claims involves comparing each method's merit and psychometric properties. The degree to which a selection technique is perceived as effective and perhaps sophisticated is determined by its reliability and validity (Miyake, 2002).

In a comparison of personnel selection practices in seven European countries, Miyake (2002) explored the utilisation of a range of established selection methods. It reports a general trend towards structured interviews in all countries, and while the general validity and acceptability of methods such as work samples, group exercises and assessment centres were widely recognised, reported usage of these methods was infrequent (Miyake, 2002). Clear differences in the frequency of the use of several selection methods did emerge from the study which reported, among others, the very high take-up of references and assessment centres in both the UK and Germany, the high, almost exclusive, frequency of graphology in France, and the limited use of testing and biographical inventories amongst all respondents. In his study of recruitment and selection practices in the USA, Burton (2001) found that

approximately 25 per cent of respondent organisations conducted validation studies on their selection methods.

Furthermore, in a rating of various selection methods, those perceived to be above average in their ability to predict employees' job performance included work samples, references/recommendations, unstructured interviews, structured interviews and assessment centres. Cran (1995) suggests that developments in the realm of selection lend some support to those who propound the human resource management thesis, where a key feature has been the increase in testing explicitly designed to assess behavioural and attitudinal characteristics. He further indicates that the extent to which these more sophisticated and systematic approaches can be deployed depends, to a large degree, on sectoral circumstances and on the wider employment-management policies being pursued.

The selection process starts immediately after the closing date of recruitment. Erasmus et al. (2000) state that the selection process consists of seven phases namely: preliminary interview, application blank interview, employment tests, employment interview, reference checks, physical examinations and offer employment. If an applicant makes it all the way through the previous phases, the job is offered. Job offers are made verbally at first and if the candidate accepts, a letter of appointment will be organised. Armstrong (1996) labels it as the final offer phase and Schultz, Bagraim, Potgieter, Viedge and Werner (2003) refer to it as an offer of employment and appointment.

Methods of recruitment and selection

Researchers face many decisions when selecting recruitment and selection methods. Issues to consider include the type of sample (random or convenience), cost, ease, participant time demands (total time, days of week, and time of day), and efficiency (staff hours per recruited participant). Researchers have a number of methods from which to choose, including advertising, direct mail, and telephone (Armstrong, 1991). Advertising can be used both to publicise a study and to recruit participants. Recruitment via advertising has the advantages of low cost and convenience, but the samples are non-random and often highly motivated, and youth may be especially hard to reach this way. Recruitment via mail is also low in cost and convenient, but youth are difficult to reach by mail and return rates tend to be low. An added problem with mail requests or surveys is that one can never be certain who completed the request/survey (Armstrong, 1991).

Institutions or events (such as medical offices, schools, community sports organisations, health fairs, community events, and churches) often are used as a setting for recruitment. Schools present a promising avenue for the recruitment and assessment of youth. Their primary advantage is that they house a large number of children in one place and present a captive audience, although parental consent usually is still required. However, recruitment of participants from schools may meet resistance from school administrations for political or practical reasons (French, 1982). Additionally, recruitment at schools may not achieve the goal of sample representativeness as student characteristics vary between different types of schools (private vs. public) and between schools in different neighbourhoods. Recruitment at schools may not

be appropriate in studies having a family or neighbourhood context, requiring a greater dispersal of participants from a larger area, or focusing on data collection in the home. Door-to-door recruitment is another option. For large studies, this recruitment method can be costly in terms of staff time and travel expenses, and it is difficult to assure that recruiters randomly sample homes. Despite these concerns, door-to-door recruitment may be a necessary recruitment strategy for certain potential participants (those who do not have a residential phone) (French, 1982).

Telephone recruitment has an important advantage over these methods in that it can be used, in a fairly straightforward way, to randomly select respondents from the larger population. The telephone provides a relatively low-cost, effective means of contacting many households, as is often required for large-scale etiological research, and of making a quick determination of eligibility and willingness to participate in the study (French, 1982). Disadvantages of the telephone method include its limitation to households with telephones, the problems of missing or changed phone numbers, challenges presented by technology (such as answering machines or caller ID) that complicate the ability to reach people, and relatively easy refusal or termination of the conversation by unwilling respondents. Perhaps the largest problem with telephone contact methods involves rates of non-response (French, 1982).

Kaplan and Norton (2004) found that the number of people who refused to provide screening information tended to be higher by telephone than in person. However, refusals over the telephone tend to be less likely than with mailed surveys (Kelly, 2006). It should be noted that telephone methods

can be used not only for recruitment, but also for data collection. Recent advances in telephone survey methodology have made telephone recruitment and surveying an increasingly attractive option in many research fields (Kaplan & Norton, 2004). Random digit dialing, which involves calling numbers completely at random (since the digits are randomised), is used mostly in household survey research. Other systems, such as computer-assisted telephone interview programmes, are used in marketing research and can be adapted for telephone recruiting and data collection in studies requiring specific samples. Working from an appropriate database of phone listings, the system, computer-assisted telephone interview can be used to select and queue numbers randomly, set specific quotas on key respondent variables (age, sex), and keep track of interviewer productivity and call outcomes (Kaplan & Norton, 2004).

Job posting refers to the practice of publicising an open job to employees (often by literally posting it on bulletin boards) and listing its attributes, such as criteria of knowledge, qualification, skill and experience. The purpose of posting vacancies is to bring to the attention of all interested persons (inside or out of the organisation) the jobs that are to be filled. An organisation needs to analyse the benefits and disadvantages of recruiting its personnel through internal or external sources and, where the latter is selected, whether formal or informal systems should be used (Kaplan & Norton, 2004).

Recruitment procedures need not be limited to one method. It is possible and often desirable to combine methods to enhance the recruitment success of a particular project. For example, use of focus groups and pilot studies that involve the community and pre-recruitment publicity can lead to

higher rates of consent (Drucker, 1999). From the above, the sources of recruitment and selection are through advertising, via the internet and so forth.

Recruitment and selection practices

Recruitment and selection as a human resource management function, is one of the activities that impact most critically on the performance of an organisation. While it is understood and accepted that poor recruitment decisions continue to affect organisational performance and limit goal achievement, it is best that much effort is put in the recruitment and selection practices (Schuler, 1987). Recruitment and selection also have an important role to play in ensuring worker performance and positive organisational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2009).

Recruitment and selection play a pivotally important role in shaping an organisation's effectiveness and performance, if work organisations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities, recruiting and selecting staff in an effective manner can both avoid undesirable costs for example those associated with high staff turnover, poor performance and dissatisfied customers and engender a mutually beneficial employment relationship characterised, wherever possible, by high commitment on both sides (Ballantyne, 2009).

Pilbeam and Corbridge (2006) provide a useful overview of potential positive and negative aspects noting that: 'The recruitment and selection of employees is fundamental to the functioning of an organisation, and there are compelling reasons for getting it right. Inappropriate selection decisions reduce organisational effectiveness, invalidate reward and development strategies, are frequently unfair on the individual recruit and can be distressing for managers who have to deal with unsuitable employees.' Recruiting and selection is very important for the survival of every organisation but that does not end there, new recruits need to be developed and appraised from time to time in order for them to be abreast with new trends and challenges. When employees are developed it help increase their performance and help sustain the growth of organisations (Pilbeam & Corbridge, 2006).

It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Dessler, 2000). Recruitment and selection is a topical area. While it has always had the capacity to form a key part of the process of managing and leading people as a routine part of organisational life, it is suggested here that recruitment and selection has become ever more important as organisations increasingly regard their workforce as a source of competitive advantage. Of course, not all employers engage with this proposition even at the rhetorical level. However, there is evidence of increased interest in the utilisation of employee selection methods which are valid, reliable and fair (Dessler, 2000). Mullins (1999) indicated that, to be a high performing organisation, human

resource management must be able to assist the organisation to place the right person in the right job.

Challenges of recruitment and selection

Organisational recruitment and selections are not without problems. According to Kaplan and Norton (2004), a common problem in recruitment and selection is poor human resource (HR) planning. Rigorous HR planning translates organisational strategies into specific HRM policies and practices. This is particularly so with recruitment and selection policies and practices. The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labour market are important in recruiting and deploying appropriate employees at the right time (Kaplan & Norton, 2004).

Previous researches show that the competence level of HR managers has a major influence on recruitment and selection and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of the applicants. Moreover, effective recruitment and selection is possible only if there is a dedicated and competent HR team (Kaplan & Norton, 2004). In the strategy implementation phase, the extent of recruitment and selection strategic integration can be gauged through four distinctive indicators. These indicators are: the timely supply of an adequately qualified workforce, effective job analysis and descriptions, effective

selection, and the involvement of line managers in the recruitment and selection practices. A key source of uncertainty in the business strategy implementation is whether there is a timely supply of adequate qualified people, and to a great extent this uncertainty involves the quality of employees (Whitmell Associates, 2004). For instance, a firm might decide to leverage a different human capital pool in terms of skills and education level than its rival firms as a competitive strategy even within the same industry to develop specific capabilities or to develop a HR process advantage.

An organisation can successfully eliminate this uncertainty if its recruitment and selection policies and practices are strategically integrated in the organisation (Whitmell Associates, 2004). Effectively conducting job analysis and targeting right potential candidates ensures a good match between applicants and the jobs. Argument has been given that under qualified employees may not be able to effectively perform their job positions due to lack of knowledge and competencies, while on the other hand over qualified employees tend to experience less job satisfaction due to their higher qualification than a desired level for a given job (Johnston, 1999).

For every job in the organisation, a thorough job analysis, which includes job description and job specifications, is necessary and based on this, an appropriate selection criteria is vital. The job description provides indications of the duties to be undertaken, and the job specification usually prescribes relevant personal qualities and attitudes as well as skills and knowledge required for the job (Johnston, 1999). A range of methods, such as application forms, interviews, formal tests, references, assessment centres and official transcripts are used by organisations in the selection process. An

organisation needs to choose a method that is most appropriate to the job positions. HR experts generally drive the staffing process and the purpose of the staffing is to fulfil the requirements of business, and the skill levels presented by each new recruit is likely to be judged better if the line managers are involved in the recruitment and selection process (Johnston, 1999).

Dess and Jason (2001) suggest that in business strategy implementation, the involvement of line managers in the entire staffing process (drafting of job descriptions, setting selection criteria and being on the panel of recruitment) is vital for ensuring recruitment and selection to meet business needs. In other words, the line managers are the owner of the recruitment and selection process along with HR playing a facilitator role.

Burton (2001) has argued that other key issues and controversies run through analyses of human resource management and recruitment and selection. These are efficiency, control, and the difficulty of orienting practice towards social justice that are often cited. The first two problems, as Burton (2001) notes, have been central to the management of people for as long as managers have been present in organisations. The latter is also common across all organisations, but is a particular academic and policy concern for smaller or growing organisations (Burton, 2001). In recruitment and selection practice, the construction of formalised selection frameworks and norms of acceptable discrimination may be seen as an attempt to enable managers to navigate between efficiency, control and social justice.

In their advice on how to achieve the perfect fit of person, organisation and job, they argue that selecting on the basis of managerial opinion is 'utterly unscientific and unreliable and that managers are 'liable to be turned this way

and that by the most inconsequential of considerations'. In place of this unsatisfactory state of affairs, these authors propose that physiognomy and the physical self provide the key to 'unlocking the inner secrets' of the individual seeking employment, and therefore should inform the selection process (Burton, 2001).

Taking heredity and environment as bases for granting or denying access to an organisation and job is now legally unacceptable. The argument presented by Blackford and Newcomb (2002), particularly in relation to skin, colour and its predictive properties, could be seen as a product of its time and place. However, it is important to note that the study is based on what was then seen as a sound scientific set of ideas and tests, which proved the premises underlying the suggested practice. Recruitment may be conducted internally through the promotion and transfer of existing personnel or through referrals, by current staff members, of friends and family members.

Where internal recruitment is the chosen method of filling vacancies, job openings can be advertised by job posting, that is, a strategy of placing notices on manual and electronic bulletin boards, in company newsletters and through office memoranda (Blackford & Newcomb, 2002). Referrals are usually word-of-mouth advertisements that are a low-cost-per-hire way of recruiting. Internal recruitment does not always produce the number or quality of personnel needed; in such an instance, the organisation needs to recruit from external sources, either by encouraging walk-in applicants, advertising vacancies in newspapers, magazines and journals, and the visual and/or audio media; using employment agencies to "head hunt"; advertising on-line via the

internet; or through job fairs and the use of college recruitment (Blackford & Newcomb, 2002).

Groblet (2005) identified time and resources constraints as the major setbacks to effective recruitment. They contend that recruitment is becoming expensive and time consuming these days and advises organisations to put in place mechanisms to monitor and control cost. Writing on a similar topic, Gberevbie (2008) argues that the greatest challenges organisations face during recruitment relates to how to find and recruit the best candidates. Finding the best possible candidates is becoming elusive for many organisations because of skills shortage in the labour market.

In addition to the difficulties in getting good candidates, organisations are also faced with the problem of retention. Another problem relates to the challenges posed by globalisation and the growing sophistication of recruitment (Jike, 2003). The traditional recruitment methods are proving to be less adequate; organisations are being pushed to explore for new ways of attracting competent people. Finally, external interference (Sandra, 2009), poor planning (Ayagi, 2001) and bad recruiter attitude (Amadasu, 2003) are other challenges that organisations need to overcome in order to achieve recruitment targets.

Human resource development

Organisations can only succeed in the long-term if they recruit and motivate people who are able to respond to and shape the challenges of the future. These are the individuals with the capacity to create competitive advantage from the opportunities presented by changing markets, with the

desire to learn from customers, consumers, suppliers and colleagues, and who possess the ability to build and influence long-lasting and effective partnerships (Walker, 1990). The recruitment of new employees helps to demonstrate a company's aspirations, highlighting the skills and attitudes to which it attaches the highest priority. The choice also provides a major opportunity to communicate the values and successes of the organisation – to explain why the company offers the most attractive place for a person to develop their career.

Yet, this competition for top talent is nothing new; and if the challenge for HR managers is to spot the best people and win their favour (Walker, 1990). A well-prepared and motivated workforce is possibly the most important of the three intangible assets to support an organisation's value creating processes. According to Drucker (1999), the most valuable asset of a 20th Century Company was its production equipment. The most valuable asset of a 21st century institution will be its knowledge workers and their productivity. A great deal exists in the literature about the provision of staff development and training as investment for organisations. Staff development and staff training are parts of the bigger concept of human resource development (HRD). Training is just one possible way to organise and implement learning processes in organisations and not always the most effective one.

HRD encompasses the broad set of activities that improve the performance of the individual and teams, hence the organisation. Training and development have come to be viewed as lifelong activity, rather than the front end acquisition of qualifications. As a result, the focus of concern has shifted

from what the trainer does, to what the learner requires. The ultimate aim of the training and development process has been characterised as the creation of the learning organisation, constantly reviewing its mistakes and successes and adapting its activities appropriately (Drucker, 1999). The issues of workforce demographics, desirable characteristics of the workforce and the obstacles to achieving the workforce which is well prepared, motivated and strategically ready in today's libraries, are key elements to be considered when discussing human resource development (Drucker, 1999).

Some of the other challenges confronting human resource managers in this context are: Do we hire for today's needs or tomorrow's? How can we hire for the future needs of the library? How do we go about providing human resource development for the needs of the organisation as a whole, not just for the specific jobs people perform? These issues are not confined to libraries. Many other organisations are also trying to deal with these challenges. Until recently, the focus when hiring has been more on skills, for reference, cataloguing, IT and so on, rather than on attributes like strategic thinking, flexibility, adaptability and commitment to lifelong learning. There is a growing trend now to hire for attributes and then train for the skills (Whitmell Associates, 2004).

The need to hire staff with abilities such as flexibility, adaptability, leadership potential and learning agility is increasingly recognised by human resource managers. The process of bringing in such changes to our workplaces is not straightforward as it affects the hiring process as well as staff development and training activities. To keep alive the principles of training and development, all related initiatives need to be integrated. Hiring,

orientation, communication, performance reviews, and rewards and recognition are interrelated and therefore should be linked to each other and to the training and development programs (Whitmell Associates, 2004).

Recruitment of staff that is flexible, strategic thinkers, multi-skilled, open to change and responsive is not a simple, straightforward process as identification of individuals with these skills is not as easy as identification of those with cataloguing, reference or IT skills. Retaining these skilled people and ensuring that once hired, they are motivated and continue to enhance the skills and attributes they had when they joined the organisation may present challenges for human resource managers. It requires creation of an environment within the organisation to ensure these happen, in other words a “knowledge-based organisation” equipped to deal with the constantly changing environment (Whitmell Associates, 2004).

Recruitment and selection in Ghana

Recruitment and selection is largely influenced by the Ghanaian “who you know” culture. The recruitment and selection procedure therefore becomes a formality as opposed to an objective means to ensure the selection of the best candidates fit for the job. Bediako (2008) asserts that HRM in Ghana relies heavily on assertive norms, with decisions being influenced by personal relationships between managers and employees and this intend affects the recruitment and selection procedure. However, he is quick to add this does not mean merit is out of the question but rather it is in line with personal interest rather than organisational. The criteria normally used in recruitment and selection include; interviews, use of curriculum vitae, and

recently written and oral examinations set by the company, which is more academic in nature than the general assessment offered in psychometric testing. Debrah (2001) reported that the choked job market in Ghana favours the employer rather than the employee, with most applicants forced to take desperate measures to secure jobs, the employer has a large pool of applicants to select from on their terms of condition.

Conceptual framework

The HCI recruitment and selection model was adopted as the conceptual framework for the study (Figure 1). Recruitment and selection is a two-way process. Both candidate and employer come to the table with expectations and offerings. The interaction of the two is vital to the determination of fit. Managing this interaction is key to successfully attracting and selecting the right talent.

First, culture and fit is important. In order to attract top level candidates whose values, philosophies, and ambitions are consistent with those of the organisation, the influence of the organisation's culture must be considered. According to Attraction-Selection-Attrition Theory or ASA (Schneider, 1987), individuals are attracted to, and typically selected by, those organisations who share their own values, philosophies, and ambitions. However, they must know you exist before they can find you. Organisations that brand and market themselves effectively are able to attract candidates who share their vision and fit their culture.

With regard to candidate needs, there is the need for value proposition. Before making any kind of substantial commitment, any diligent individual

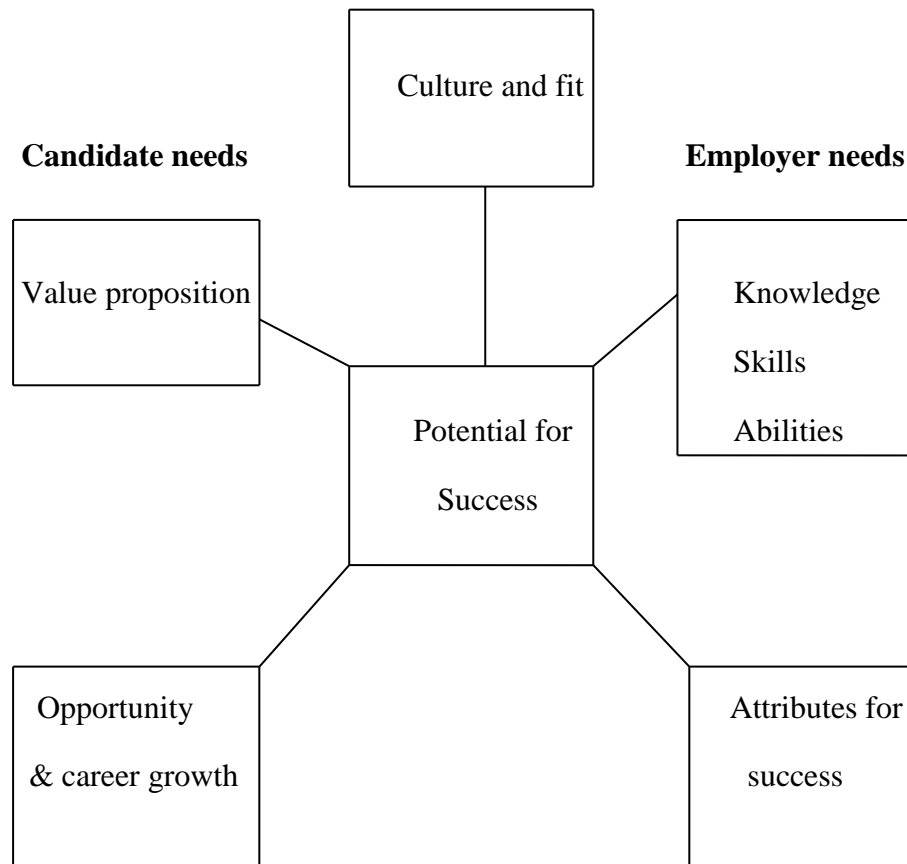


Figure 1: HCI interactive model of recruitment and selection

Source: Adopted from Human Capital Integrated (HCI) (2008).

will ask this simple question: "What is in it for me?" It is up to the employer of choice to market the value of the organisation. Market and brand strategy should not just be targeted towards customers, but also towards prospective employees. If those within the organisation are not believers, how are they going to convince the world at large? Also, there is opportunity and career growth. Top level candidates are ambitious and thrive on learning. To successfully attract dedicated learners, the organisation must provide a clearly defined path for growth and a means for employees to manage this journey. This is best achieved through competence modelling.

Concerning employer needs, there are knowledge, skills and abilities (KSAs). Every position requires a certain level of competence. In order to determine specific talent needs, organisations must take care in assessing (through job analysis) the level of competence necessary to successfully fulfil the requirements of the position. This can be accomplished through the use of such techniques as skills tests, role play simulations and structured behavioural interviewing. Furthermore, there are attributes for success: KSAs alone do not give the full picture of success. Such factors as intelligence, personality, and past experience are critical factors that contribute to how effectively one applies their knowledge, skills, and abilities in the workplace.

These factors also contribute to the capacity to learn. There are certain competencies that you select for and certain competencies you train. There are a number of strategies for assessing attributes such as personality assessments, cognitive ability tests, and emotional intelligence tests. Just as yellow and blue combine to manifest as green, so too does the convergence of candidate and employee needs combine to create potential for success. Effective recruitment and selection is indeed a two-way street. This model is relevant to the study because it helps to unearth and understand the needs of candidates and employers and establishes the interaction between the two for the achievement of a successful recruitment and selection of staff.

CHAPTER THREE

METHODOLOGY

Introduction

This chapter presents the techniques and approaches used to collect data for the study. Key areas focused on are the description of study organisation, research design, target population, source of data, sampling technique, data collection method and data analysis.

Study organisation

The Ghana Navy was established in July 1959 by an act of parliament with the acquisition of two World War II inshore minesweepers from the Royal Navy. The Ghana Navy is made up of the Naval Headquarters at Burma camp, where all the policy decisions are made. It has two commands, namely the Western and Eastern Naval Commands with their headquarters at Sekondi and Tema respectively. At the Naval Headquarters is the Chief of the Naval Staff with the rank of Rear Admiral. The two Commands are commanded by officers of Commodore rank. Units within the Western Naval Commands include the Fleet, Naval Dockyard, the Ghana Navy Stores Depot, the Navy Trade Training School and the Naval Base Sekondi. The Eastern Naval Command is also made up of the Naval Base Tema, the Basic and Leadership Training School, the Ghana Navy Band and often a detachment of the fleet (Ghana Navy, 2000).

The role of Ghana Navy is the execution of the maritime component of Ghana's defence policy. The functions can be grouped into military, policing and diplomatic functions. The military functions are mainly in the form of

wartime roles which are very technical. Policing and diplomatic functions which are developmental in nature and normally carried out during peacetime include: maintenance of territorial integrity, fisheries protection, search and rescue, anti-smuggling operations, assistance to civil organisations, assistance to civil authority, environmental protection and evacuation of Ghanaians (Ghana Navy, 2000).

The Navy enlists and recruits personnel annually to maintain its manpower base. The personnel enlisted and recruited are trained, developed, motivated and retrained for the number of years they are mandated to serve in the Navy and after a successful service career, a very good retirement packages are prepared for them (Ghana Navy, 2000).

Study design

A descriptive survey design was used for the study. The descriptive survey design was used because the desired data for the study can be obtained more readily and it is less expensive than any other designs. Also, descriptive survey was used because it specifies the nature of recruitment and selection, and the researcher does not manipulate variables; it allows for data to be collected under natural settings to answer the research questions (Saunders, Lewis & Thornhill, 2000).

Target population

The target population for the study consisted of all the 30 personnel who are responsible for recruitment and selection processes in the Ghana Navy since 2010. All these personnel were potential respondents for the study.

Sample and sampling technique

Due to the small size of the target population (30 personnel), a census was taken of the whole target population. Thus, purposive sampling technique was used to select all the 30 team leaders for the study. These are the personnel who are responsible for recruitment and selection processes in the Ghana Navy since 2010.

Data and sources

In order to generate a reliable data that will inform the study findings and conclusions, primary source of data was used for the study. This source of data was basically from the fieldwork which involved administration of questionnaires. Furthermore, secondary sources of information which formed the basis of literature for the study were obtained from the internet and other relevant sources such as articles and published books.

Data collection instrument

Data were principally collected through a questionnaire. Questionnaire was chosen because it provided a quick means of collecting quality and quantifiable data. The questionnaire was adapted from Booii (2005) who studied a similar phenomenon in a South African private sector institution. The questionnaire comprised five main sections. The first section was centred on the background characteristics of the respondents; the second section asked questions on the organisational policy. The third section of the questionnaire centred on the recruitment practices and the fourth section focused on the selection practices while the last section dealt with the perceptions of

recruitment and selection practices in the Ghana Navy. All ethical issues were observed throughout the field work. In this direction, ethical concerns such as informed consent, confidentiality and anonymity were thoroughly addressed.

Pre-testing

In order to make the research instrument relevant to the needs of the study, a pre-testing of the instrument was done. This was done at the Naval Base, Tema of the Ghana Navy which shares the same characteristics with the study organisation. During the pre-test, the respondents were allowed to give their comments on the items they consider unclear, inaccurate, inappropriate and confidential, which helped to remove items that sounded ambiguous and irrelevant and also ensured that the instruments for the study were reliable and valid (Reliability coefficient = 0.80).

Data analysis

Data generated through the questionnaire were edited and coded. The Statistical Package for Service Solutions (SPSS version 17) was used to process the data. Frequencies, percentages and tables were the basic descriptive tools employed in presenting the data.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the outcome of data obtained from thirty team leaders responsible for recruitment and selection in the Ghana Navy since 2010. The analysis focuses on the following issues: background characteristics of respondents, organisational policy, recruitment practices, selection practices and recruitment and selection practices-general.

Background characteristics of respondents

This section summarises the background characteristics of the respondents including name of branch, job title, duration of service, age group and level of qualification, in the form of tables, percentages and frequencies.

Name of branch

The results in Table 1 show the distribution of respondents in terms of branch. The results indicate that 70 percent were from the executive branch

Table 1: Name of branch of respondents

Branch	Frequency	Percent
Executive	21	70.0
Technical	6	20.0
Supply	3	10.0
	30	100

Source: Fieldwork, 2012

while fewer respondents (10%) were from the supply branch. Thus, the branch of respondents was distributed with a majority of them coming from the executive branch compared to the other branches. The implication for recruitment and selection may be that, the majority of the new recruits may be for the executive branch compared to the other branches.

Job title

From Table 2, half (50%) were from navigation while fewer (3.3%) were from gunnery. Obviously, more respondents were from the navigation section compared to the other sections. The implication of this is that, the navigation section might be the dominant section in the Ghana Navy, and for this reason, it may help skew the recruitment and selection processes in favour of the navigation section. That is to say, there may be more new recruit for the navigation section than the other sections in the Ghana Navy.

Table 2: Job title of respondents

Job title	Frequency	Percent
Navigation	15	50.0
Gunnery	1	3.3
Communication	2	6.7
Engineering	4	13.3
Electrical	5	16.7
Logistics	3	10.0
Total	30	100

Source: Fieldwork, 2012

Duration of service

From Table 3, about 43 percent spent 3-5 years in managerial position while about 13 percent spent 0-2 years. That is, a comparatively more respondents served for 3-5 years in management position whereas just a few served for up to 2 years in management position. Hence, most of the respondents had enough experience in the recruitment and selection process, and may know how to selected good and reliable recruits.

Table 3: Duration of service

Duration	Frequency	Percent
0-2	4	13.3
3-5	13	43.3
6-10	8	26.7
11+	5	16.7
Total	30	100

Source: Fieldwork, 2012

Age of respondents

From Table 4, the percentage distribution shows that 50 percent were aged 30 to 39 while about 20 percent were aged 40 to 49. Thus, more respondents were aged 30 to 39 years compared to respondents of other age groups. This implies that most of the respondents were mature enough to be able to make sane decisions concerning recruitment and selection practices in the Ghana Navy.

Table 4: Age of respondents

Age	Frequency	Percent
20-29	9	30.0
30-39	15	50.0
40-49	6	20.0
Total	30	100

Source: Fieldwork, 2012

Level of qualification

From Table 5, about 67 percent were first degree holders while a few (6.7%) were postgraduate degree holders. In effect, most of the respondents were first degree holders with just a few of them holding postgraduate degree. The implication is that the majority were degree holders and for that matter, are highly qualified enough to engage in recruitment and selection based on the laid down procedures as well as good judgement. Hence, the nature of the background characteristics of the team leaders may have serious implication for recruitment and selection practices in the Ghana Navy.

Table 5: Level of qualification

Level	Frequency	Percent
HND	8	26.6
First degree	20	66.7
Postgraduate degree	2	6.7
Total	30	100.0

Source: Fieldwork, 2012

Organisational policy

Table 6 indicates the responses relating to organisational policy. From Table 6, about 93 percent agreed that all navy units used the same recruitment and selection policy while just about 3 percent disagreed. Also, about 43 percent reported that they had not received any training in the recruitment and selection policy of the Navy while about 33 percent reported having received training in the recruitment and selection policy of the Navy.

Table 6: Opinions on organisational policy

Statement	N= 30		
	A (%)	U (%)	D (%)
All Navy units use the same recruitment and selection policy	93.4	3.3	3.3
I have received training in the recruitment and selection policy of the Navy	33.3	23.3	43.4
I understand what is required of me by the recruitment and selection policy	73.3	16.7	10.0
Before recruiting new employees, I remind myself about the requirements of the policy	73.3	20.0	6.7
Every time I recruit new employees I follow all the steps stipulated by the recruitment and selection policy	60.0	26.7	13.3

{A= agree; U= uncertain; D= disagree; N₀ = number of respondents }

Source: Fieldwork, 2012

Furthermore, about 73 percent understood what is required of them by the recruitment and selection policy of the Navy while about 10 percent did not understand. Besides, about 73 percent considered the requirements of the policy before recruiting new employees while about 7 percent did not. Further, about 60 percent followed all the steps stipulated by the recruitment and selection policy while about 13 percent did not.

In effect, the results show that a majority of the respondents agreed to the statement that all Navy units used the same organisational policy for the recruitment and selection of new employees. However, more respondents had not received any training in the recruitment and selection policy of the Navy. Also, a majority of the respondents had a thorough understanding of the requirements of the policy and put them into consideration when recruiting new employees. Further, more respondents followed all the steps stipulated by the policy. This means that recruitment and selection would likely be fair or genuine and for that reason, relevant and suitable recruits may be selected. This finding echoes the finding of Booi (2005) in his study in South Africa.

Recruitment practices

Table 7 shows the responses relating to recruitment practices. From Table 7, about 67 percent of the respondents agreed that the recruitment strategy they used was in line with the equal employment supporting policy while just 10 percent disagreed. Also, about 57 percent disagreed that they often advertised for recruitment internally while just a few (16.7%) agreed that they advertised internally. Furthermore, about 57 percent of the respondents agreed that they often advertised externally for recruitment while about 23

Table 7: Opinions on recruitment practices

Statement	N= 30		
	A	U	D
	(%)	(%)	(%)
Recruitment strategy is in line with equal employment supporting policy	66.7	23.3	10.0
I often advertise internally	16.7	26.7	56.6
I often advertise externally	56.7	20.0	23.3
When I am not meeting the target I tend to set aside the requirement	20.0	26.7	53.3
I often use internal emails for recruitment purposes	3.3	23.3	73.4
I often use staff referrals for recruitment purposes	3.3	40.0	56.7
I often use skill inventories for recruitment purposes	50.0	30.0	20.0
I often use employment agencies for recruitment purposes	6.7	3.3	90.0
I often use walk-ins for recruitment purposes	20.0	16.7	63.3
I often use former employees for recruitment purposes	16.7	20.0	63.3
I often use head counting for recruitment purposes	13.3	23.3	63.4

Table 7 continued.

I often use educational institutions for recruitment purposes	33.3	26.7	40.0
I often use news papers for recruitment purposes	90.0	3.3	6.7
I often consult the recruitment policy and procedures	70.0	23.3	6.7
I often allow sufficient time for response	53.3	30.0	16.7
I often provide feedback to applicants	73.3	20.0	6.7
I often evaluate recruitment efforts	60.0	26.7	13.3

Source: Fieldwork, 2012

percent disagreed that they advertised externally. In addition, about 53 percent disagreed that they set aside the requirements when they were not meeting their targets while just a few (20%) agreed that they set aside the requirements. Further, about 73 percent disagreed that they often used internal emails for recruitment purposes while just 3 percent agreed that they often used internal emails. About 57 percent of the respondents disagreed that they often used staff referrals for recruitment purposes while just a few (3.3%) agreed that they often used staff referrals.

Moreover, about 50 percent agreed that they used skill inventories for recruitment purposes while 20 percent disagreed that they used skill inventories. Additionally, 90 percent of the respondents disagreed using employment agencies for recruitment purposes while just a few (6.7%) agreed

using employment agencies. Besides, about 63 percent disagreed using walk-ins for recruitment purposes while 20 percent agreed using walk-ins.

More so, about 63 percent of the respondents disagreed using former employees for recruitment purposes while about 17 percent agreed using former employees. About 63 percent further disagreed using head counting for recruitment purposes while about 13 percent agreed using former employees. About 40 percent also disagreed using educational institutions for recruitment purposes while about 33 percent agreed using educational institutions. To add with, 90 percent of the respondents agreed using news papers for recruitment purposes while just a few (6.7%) disagreed using news papers. About 70 percent agreed often consulting recruitment policy and procedures while about 7 percent disagreed consulting recruitment policy and procedures.

Also, about 53 percent of the respondents agreed that they often allowed sufficient time for response from applicants while about 17 percent disagreed allowing sufficient time for response. About 73 percent further agreed that they often provided feedback to applicants while just a few (6.7%) disagreed that they provided feedback to applicants. About 60 percent therefore agreed that they often evaluated recruitment efforts while about 13 percent disagreed that they often evaluated recruitment efforts.

In effect, most of the respondents had a recruitment strategy that was in line with the equal employment policy, in spite of the assertion by Bediako (2008) that recruitment and selection procedures in Ghana rely heavily on assertive norms, with decisions being influenced by personal relationships between managers and employees which in turn affect the equal employment policy of organisations. More respondents also often advertised externally

rather than advertising internally. Even though advertising internally is comparatively cheaper, less time consuming, and boosts employee's morale and motivation (Jones et al., 2000), it was less practiced by the respondents. Rather, external advertising was favourably practiced, probably because external recruitment is likely to be suitable for lower entry jobs in periods of expansion or for positions whose specific requirements cannot be met by present employees within the organisation (Jones et al., 2000).

More of the respondents also indicated that they adhered to the requirements of the recruitment process even when they were not meeting the target. This is a sign of positive recruitment practice from more of the respondents, although they might not be meeting their target. A majority of the respondents, however, did not use internal emails as well as staff referrals in the recruitment process, as respondents were bent on practicing more external advertising. More respondents often used skill inventories but a large majority did not use employment agencies as well as walk-ins for recruitment purposes. Perhaps, the organisational policy does not encourage the use of employment agencies as well as walk-ins for recruitment purposes. Further, most of the respondents did not use former employees, head counting or educational institutions as a strategy for recruitment.

Interestingly, a chunk majority of the respondents indicated that they often used news papers for recruitment purposes. This is a sign that news paper is the chief medium for recruitment purposes to the respondents (Prasad, 1979). Most of the respondents indicated that during the recruitment process, they often consulted the recruitment procedures as well as allow sufficient time for response from applicants. Also, a majority of the respondents often

provided feedbacks to applicants and evaluated recruitment efforts. This suggests a sign of positive recruitment practice on the part of respondents, since allowance of sufficient time for response from applicants and the evaluation of recruitment as well as the following of recruitment procedures have been observed as the steps to an effective recruitment process (Erasmus et al., 2000; Dessler, 2000).

Selection practices

The responses relating to the selection practices were presented in Table 8. From Table 8, about 53 percent of the respondents indicated that they often used preliminary interviews for selection purposes while about 23 percent reported not using preliminary interviews. Also, about 40 percent indicated that they often did not use application blank while about 13 percent indicated that they often used application blank for selection purposes.

Furthermore, about 67 percent of the respondents indicated that they used employment test for selection purposes while just a few (10%) indicated not using employment test as a strategy for selection. About 60 percent of the respondents indicated that they used reference check for selection purposes while about 13 percent indicated not using reference check as a strategy for selection. Moreover, 80 percent of the respondents indicated that they often used physical examination for selection purposes while 10 percent indicated that they did not use physical examination. About 83 percent of the respondents indicated that they used panel interviews in the selection process while just a few (3.3%) indicated not using panel interviews in the selection as a strategy for selection.

Table 8: Opinions on selection practices

Statement	N= 30		
	A	U	D
	(%)	(%)	(%)
I often use preliminary interviews for selection purposes	53.4	23.3	23.3
I often use application blank for selection purposes	13.3	46.7	40.0
I often use employment test for selection purposes	66.7	23.3	10.0
I often use reference check for selection purposes	60.0	26.7	13.3
I often use physical examination for selection purposes	80.0	10.0	10.0
I often use panel interviews in the selection process	83.4	13.3	3.3
I often use intelligence and personality tests in the selection process	90.0	6.7	3.3
I often use aptitude tests in the selection process	90.0	6.7	3.3
I often select new employees solely on the results of the assessment tools	63.4	33.3	3.3
I often use my discretion in the selection process	53.4	23.3	23.3

Table 8 continued.

I often use instructions from my seniors in the selection process	56.7	33.3	10.0
I often use structured interview formats in the selection process	70.0	16.7	13.3

Source: Fieldwork, 2012

In addition, 90 percent of the respondents indicated that they used intelligence and personality tests in the selection process while just a few (3.3%) indicated not using intelligence and personality tests as a strategy for selection. Similarly, 90 percent of the respondents indicated that they used aptitude tests in the selection process while just a few (3.3%) indicated not using aptitude tests as a strategy for selection. About 63 percent of the respondents indicated that they often selected employees solely on the results of the assessment tools while just a few (3.3%) indicated not selecting employees solely on the results of the assessment tools.

Further, about 53 percent indicated that they often used their discretion in the selection process while about 23 percent indicated not using their discretion in the selection process. Additionally, about 57 percent indicated that they often used instructions from their seniors in the selection process while about 10 percent indicated not using instructions from their seniors in the selection process. More so, about 70 percent indicated that they often used structured interview formats in the selection process while about 13 percent indicated not using structured interview formats in the selection process.

In effect, more respondents often used preliminary interviews when selecting employees instead of the use of application blank as a selection

strategy. Indeed, this echoes what Erasmus et al. (2000) state that, the selection process starts with the use of preliminary interviews and ends with the offer of employment. Most of the respondents often used employment tests as well as reference checks in the selection of new employees (Erasmus et al., 2000). Also, a large majority of the respondents admitted that they often used physical examination as well as panel interviews when selecting employees. The use of physical examination by a majority of the respondent could be as a result of the military nature of the study organisation. Besides, physical examination has been cited by Erasmus et al. (2000) as one of the indispensable steps in the selection process.

Additionally, almost all the respondents admitted that during the selection process, they often used intelligence and personality tests as well as aptitude tests. This also, exhibits a positive selection practice as respondents tried to use various assessment tools in order to achieve an effective selection process. Most of the respondents also admitted that they often selected new employees solely on the results of the assessment tools. More respondents also admitted using their discretion in the selection of new employees. Most of the respondents also admitted taking instructions from seniors as well as using structured interview formats when selecting new employees.

The implication for Ghana Navy recruitment and selection is that, in terms of recruitment and selection practices, the majority of the respondents followed the requisite protocols in making their decisions; and for this reason, recruitment and selection in the Ghana Navy may likely come out will well-qualified and highly performing recruits.

Perception of recruitment and selection practices

Table 9 presents the responses relating to general issues on recruitment and selection practices. Table 9 indicates that 70 percent of the respondents agreed that proper implementation of recruitment and selection process can reduce high labour turnover while 10 percent disagreed with this statement. Also, about 57 percent of the respondents disagreed that new recruits who score high marks during assessment tend not to perform well and then leave the service while about 13 percent agreed to this statement. Furthermore, about 73 percent of the respondents disagreed that they had been trained by the Ghana Navy to be a team leader while about 17 percent agreed having been trained by the Ghana Navy to be a team leader.

Moreover, 60 percent of the respondents indicated that they were not always part of the panel that does the interviews while about 23 percent agreed that they were always part of the panel that does the interviews. Further, 80 percent of the respondents indicated that they were not ultimately responsible for the selection of new recruits at their unit while just a few (6.7%) indicated that they were ultimately responsible for the selection of new recruits at their unit. In effect, a majority of the respondents acknowledged the fact that proper implementation of recruitment and selection practices can help to reduce high labour turnover. Thus, when proper recruitment and selection practices are implemented, it makes way for the selection of new employees that are best fit for the job and have the knowledge, skills and abilities as well as attributes for success in the organisation.

More respondents also did not agree that new recruits who score high marks during assessment do not perform well and then leave the service.

Table 9: Respondents' perception of recruitment and selection practices

Statement	N= 30		
	A	U	D
	(%)	(%)	(%)
The proper implementation of recruitment and selection process can reduce high labour turnover.	70.0	20.0	10.0
New recruits at the Navy who score high during assessment tend not to perform well and then leave the service.	13.3	30.0	56.7
I have been trained by the Ghana Navy to be a team leader but I am not sure of what duties to perform during selection interviews.	16.7	10.0	73.3
I am always part of the panel that does the interviews.	23.3	16.7	60.0
I am ultimately responsible for the selection of new recruits at my unit.	6.7	13.3	80.0

Source: Fieldwork, 2012

That is to say, more new recruits who score high marks during assessment perform well and stay long in the service. Also, it was established that a majority of the respondents (73.3%) were not trained to be team leaders. Thus, these people might have just been selected and assigned the post based on urgency without any further training in their new position. It was further

observed that a majority of the respondents were not always part of the panel that does the interviews for the final selection of new employees.

Similarly, a large majority of the respondents (80%) indicated that they were not ultimately responsible for the selection of new recruits at their unit. This means that the interviews as well as the final selection of new employees were likely to be always done by their seniors instead of the respondents themselves. The implication of this is that, team leaders were aware of the importance of the roles they and their seniors play in the recruitment and selection process, and how it impinges on labour turnover as well as work performance in the Ghana Navy. It also implies that team leaders may likely work hard to achieve a successful recruitment and selection process at the Ghana Navy.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter ends the study by presenting a summary of the findings of study and based on the findings, conclusions are drawn and recommendations are made to improve the recruitment and selection practices at the Ghana Navy.

Summary

The general objective of the study was to assess the recruitment and selection practices in the Ghana Navy. This was done by using questionnaire to obtain data from thirty team leaders who were responsible for the recruitment and selection of new employees in the Ghana Navy since 2010.

From the background characteristics, it was observed that a majority of the respondents came from the Executive branch of the Ghana Navy compared to those from the other branches. More respondents also came from the Navigation section compared to those who came from the other sections of the Navy. Most of the respondents served in management position for 3 to 5 years while just a few served up to 2 years in management position. Also, most of the respondents were aged 30 to 39 years compared to those in the other age groups. A large majority of the respondents were holders of first degree compared to HND and postgraduate degree holders.

Concerning organisational policy, the study revealed that a majority of the respondents agreed that all Navy units used the same organisational policy for the recruitment and selection of new employees. Most of the respondents

were not trained in the recruitment and selection policy of the Navy. A majority of the respondents were conversant with the requirements of the policy and put them into use when recruiting new employees for the Navy. Most of the respondents also adhered to all the steps stipulated by the recruitment and selection policy.

With regard to the recruitment practices, the study established that the recruitment strategies used by most of the respondents were in line with the equal employment policy. More respondents also indicated using more external advertisement instead of internal advertisement. Most of the respondents indicated that they adhered to the requirements of the recruitment process even when they were not meeting the target. A majority of the respondents did not use internal emails and staff referrals in the recruitment process. More respondents often used skill inventories even though a large majority did not use employment agencies as well as walk-ins for recruitment purposes. Moreover, most of the respondents had not used former employees, head counting and educational institutions as a strategy for recruitment.

Also, a majority of the respondents agreed that they often used news papers for recruitment purposes. Most of the respondents agreed that during the recruitment process, they often consulted the recruitment procedures and allowed sufficient time for response from applicants. Further, a majority of the respondents often provided feedbacks to applicants and evaluated recruitment efforts.

In terms of selection practices, it was observed that more respondents often used preliminary interviews when selecting employees rather than the use of application blank as a selection strategy. Most of the respondents often

used employment tests and reference checks in the selection of new employees. Also, a large majority of the respondents agreed that they often used physical examination and panel interviews when selecting employees.

Further, almost all the respondents agreed that during the selection process, they often used intelligence and personality tests as well as aptitude tests. Most of the respondents also agreed often selecting new employees solely on the results of the assessment tools. More respondents also indicated using their discretion in the selection process of new employees. Most of the respondents further agreed taking instructions from seniors and using structured interview formats during the selection of new employees.

For perception of recruitment and selection practices, the study revealed that a majority of the respondents agreed that proper implementation of recruitment and selection practices can help to reduce high labour turnover. More respondents also were not of the opinion that new recruits who score high marks during assessment do not perform well and then subsequently leave the service. A majority of the respondents had not received any special training to be team leaders in their various units. It was also revealed that a majority of the respondents were not always part of the panel that does the interviews for the final selection of new employees. Also, a large majority of the respondents agreed that they were not ultimately responsible for the selection of new recruits at their unit.

Conclusions

The study revealed that the recruitment and selection practices in the Ghana Navy were quite positive to some extent. However, the recruitment and

selection practices comprised principally of the use of traditional recruitment and selection strategies instead of the available sophisticated recruitment and selection practices used by other organisations.

A majority of the respondents indicated that all Navy units used the same organisational policy for the recruitment and selection of new employees. More respondents were not educated concerning the recruitment and selection policy of the Navy. However, they understood the requirements of the policy and adhered to all the steps stipulated by the recruitment and selection policy.

The recruitment strategies used by most of the respondents were in line with the equal employment policy and external medium of advertisement were used instead of internal medium of advertisement. The requirements of the recruitment process were adhered to, even when their targets were not met. The use of internal emails, staff referrals, employment agencies, walk-ins, former employees, head counting as well as educational institutions in the recruitment process was not a major strategy. More respondents often used skill inventories and news papers were the principal medium for recruitment purposes. Recruitment procedures were duly consulted and applicants were allowed sufficient time for response. Feedbacks were often provided to applicants and recruitment efforts duly evaluated.

For selection practices, the principal assessment tools used were preliminary interviews, employment tests, reference checks, physical examination, panel interviews, intelligence and personality tests as well as aptitude tests. Selection of new employees was solely based on the results of the assessment tools. However, more discretion was also applied in the

selection process of new employees. Instructions for selection were mostly given to respondents from seniors and the use of structured interview formats during the selection of new employees was dominant.

Finally, respondents were fully aware of the importance of proper implementation of recruitment and selection practices in terms of reduction in high labour turnover. Scoring high marks during assessment to some extent encourages good performance and promotes staff retention. Special training was not given to team leaders in their various units in that capacity. Also, respondents were not always involved in the panel that does the interviews for the final selection of new employees and for that matter were not ultimately responsible for the selection of new recruits at their units.

Recommendations

Some recommendations based on the findings can be considered in the area of the promotion of a more efficient and effective recruitment and selection practices in the Ghana Navy. To promote a successful recruitment and selection strategies, the study recommends the following:

More respondents had not received training in the recruitment and selection policy of the Ghana Navy as well as in the capacity of team leaders. The top hierarchy of Ghana Navy should make sure that it gives quality education and training to team leaders concerning recruitment and selection policy of the Ghana Navy and the capacity of team leadership.

News paper was the principal medium for external advertisement for recruitment purposes. The Ghana Navy should also consider including the

electronic media for external advertisement, since more Ghanaians may not like reading news papers.

More respondents received instructions from their seniors and were not always part of the panel that does the interviews. Besides, most of them were not ultimately responsible for the selection of new recruits at their units. The top hierarchy of Ghana Navy should always include team leaders in the panel that does the interviews and accord them the ultimate responsibility of selecting new recruits at their various units.

It was observed that the recruitment and selection practices of the Ghana Navy consisted of principally traditional methods. The Ghana Navy should also subsume more sophisticated methods of recruitment and selection of new recruits into their system.

Recommendation for future research

This study assessed the recruitment and selection practices in the Ghana Navy. Future studies could also be undertaken to examine the recruitment and selection practices at other state owned as well as private institutions in Ghana.

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APPENDIX

Questionnaire on recruitment and selection practices

Introduction

This questionnaire seeks to solicit your views on the recruitment and selection practices in the Ghana Navy. This is solely for academic purposes. Consequently, your responses will be treated with utmost confidentiality. You are not obliged to respond to any question you are not comfortable with and you can discontinue participation if you so wish at any point in time. I will greatly appreciate your help in responding to this questionnaire.

Section A: Background characteristics of respondents

1. Name of branch
 - a. Executive [] b. Technical [] c. Supply []
2. Job title
 - a. Navigation [] b. Gunnery [] c. Communication [] d. Engineering [] e. Electrical [] f. Logistics []
3. Duration of service in management position
 - a. 0-2 years [] b. 3-5 years [] c. 6-10 years [] d. 11+ years []
4. Age group
 - a. 20-29 [] b. 30-39 [] c. 40-49 []
5. Level of qualification
 - a. HND [] b. Degree [] c. Postgraduate degree []

Section B: Organisational policy

Please indicate whether you agree or disagree with the following statement by ticking in the block which reflects your opinion.

Statement	Agree	Uncertain	Disagree
All Navy units use the same recruitment and selection policy			
I have received training in the recruitment and selection policy of the Navy			
I understand what is required of me by the recruitment and selection policy			
Before recruiting new employees, I remind myself about the requirements of the policy			
Every time I recruit new employees I follow all the steps stipulated by the recruitment and selection policy			

Section C: Recruitment practices

Please indicate whether you agree or disagree with the following statement by ticking in the block which reflects your opinion.

Statement	Agree	Uncertain	Disagree
Recruitment strategy is in line with equal employment supporting policy			
I often advertise internally			
I often advertise externally			
When I am not meeting the target I tend to set aside the requirement			
I often use internal emails for recruitment purposes			
I often use staff referrals for recruitment purposes			

Statement	Agree	Uncertain	Disagree
I often use skill inventories for recruitment purposes			
I often use employment agencies for recruitment purposes			
I often use walk-ins for recruitment purposes			
I often use former employees for recruitment purposes			
I often use head counting for recruitment purposes			
I often use educational institutions for recruitment purposes			
I often use news papers for recruitment purposes			
I often consult the recruitment policy and procedures			
I often allow sufficient time for response			
I often provide feedback to applicants			
I often evaluate recruitment efforts			

Section D: Selection practices

Please indicate whether you agree or disagree with the following statement by ticking in the block which reflects your opinion.

Statement	Agree	Uncertain	Disagree
I often use preliminary interviews for selection purposes			
I often use application blank for selection purposes			
I often use employment test for selection purposes			
I often use reference check for selection purposes			
I often use physical examination for selection purposes			
I often use panel interviews in the selection process			
I often use intelligence and personality tests in the selection process			
I often use aptitude tests in the selection process			
I often select new employees solely on the results of the assessment tools			
I often use my discretion in the selection process			
I often use instructions from my seniors in the selection process			
I often use structured interview formats in the selection process			

Section E: Perception of recruitment and selection practices

Please indicate whether you agree or disagree with the following statement by ticking in the block which reflects your opinion.

Statement	Agree	Uncertain	Disagree
The proper implementation of recruitment and selection process can reduce high labour turnover.			
New recruits at the Navy who score high during assessment tend not to perform well and then leave the service.			
I have been trained by the Ghana Navy to be a team leader but I am not sure of what duties to perform during selection interviews.			
I am always part of the panel that does the interviews.			
I am ultimately responsible for the selection of new recruits at my unit.			

Thank You