

UNIVERSITY OF CAPE COAST

RECRUITMENT AND SATISFACTION OF EMPLOYEES OF
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GORDON ATTOR

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UNIVERSITY OF CAPE COAST

BY

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School of Business, College of Humanities and Legal Studies, University of
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of Commerce Degree in Human Resource Management.

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DECLARATION

Candidate's Declaration

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

Candidate's Signature..... Date.....

Name: Gordon Attor

Supervisors' Declaration

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

Principal Supervisor's Signature..... Date.....

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Co-supervisor's Signature..... Date.....

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ABSTRACT

The study examined the level of importance employees (Junior and Senior Administrative staff) placed on job choice factors before accepting job offers in the university. It then investigated how job choice factors influenced employees' satisfaction. Job Choice Theory, (which comprise Objective Factors Theory, Subjective Factors Theory and Critical Contact Theory), was reviewed. Based on the theory, three main hypotheses were tested. These hypotheses sought to examine the effects of objective, subjective and critical contact factors on employees' satisfaction. Using a census of 437 administrative staff, opportunity for career advancement was ranked as the most important factor that influenced employees' decision to accept job offers in the university. It was also revealed that Objective, Subjective and Critical Contact factors significantly influenced satisfaction of employees. Apart from the Subjective factor (Brand or Image of the Organization) that significantly influenced satisfaction (Happiness, Punctuality, Quality of Work and Loyalty), some of the individual Objective factors- (Pay, Location, Work Schedule, Benefits Package, Career Advancement and Person-organisation Fit) and Critical Contact factors- (Recruiter Behaviour- Friendly Interview, Prompt Feedback and Quick Job Offer Timing) did not have any influence on satisfaction while others had a significant influence. Therefore, to attract high quality staff, it is recommended to the university to revitalise opportunities for career advancement since it inspires employees to accept job offers in the university. Finally, policies that have the potential of affecting job choice factors must be thought through critically before implementation.

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DEDICATION

To my family

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CHAPTER ONE

INTRODUCTION

This chapter addresses background to the study, statement of the problem, objectives of the study, research question, limitations of the study, organisation of the study and chapter summary.

Background to the Study

Recruitment forms the first stage of the psychological contract between applicants and organisations, where information is mutually exchanged and role expectations are clarified and negotiated by the employer (Anderson, 2004). The availability of competent and efficient labour force does not happen by chance but through an articulated recruitment exercise (Peretomode & Peretomode, 2001). Barber (1998) and Chapman, Uggerslev, Carroll, Piasentin, and Jones (2005), assert that decisions regarding attracting qualified applicants is an extremely important human resources practice. Recruitment is a key contributor to an organisation's success since it provides a pool of applicants from which to select the best possible candidates. Specifically, the utility of selection practices depends on the quality of the applicant pool and whether the applicants accept job offers (Carlson, Connerley & Mecham, 2002).

The evolving research on recruitment has continued after Rynes, Bretz and Gerhardt (1991), found that recruitment experiences frequently represent unobservable organisational characteristic and can positively or negatively influence job applicants. This implies that recruitment is not only an important business process for organisations but it also has significant consequences for applicants in terms of their job choice decisions and satisfaction. The overall

objective, of achieving a match between an organisation's job vacancies and an applicant seeking a suitable job, is influenced by the recruitment process, and because work is such a significant part of many people's lives, job choice can subsequently have impact on applicants wellbeing (Barber, 1998). This wellbeing is the estimated level of satisfaction that could be felt or expressed by successful applicants who accept job offers eventually, since satisfaction is the extent to which a person's hopes, desires and expectations about the employment he is engaged in are fulfilled (Ma, Samuel, & Alexander, 2003). Therefore, employees who desire to achieve satisfaction from their job in any organisation must first go through recruitment.

Recruitment is a complex concept which may influence the job choice process of applicants in terms of the series of decisions made about jobs and organisations to pursue for future employment. Job choice is typically synonymous with job offer acceptance/rejection and it has been conceptualised as behavioural choices an applicant makes during recruitment. Consequently, Murphy and Tam (2004), established the extent to which applicants are actually faced with series of decisions or choices during the recruitment process- the culmination of which is job offer acceptance. Specifically, applicants and prospective applicants (collectively referred to as applicants) must first decide whether or not to apply for a job opening within an organisation. Further, those who apply into an organisation's job must go through recruitment and selection process followed by their decision whether to remain in that process and continue to pursue the employment, or to withdraw from consideration. Finally, applicants who continue to actively pursue employment and ultimately receive offers must decide whether to

accept or reject the offers. During all these processes, satisfaction-conscious applicants would make critical decision to accept job offers only if their psychological expectations about the job and organisation, meet personal desires or standards they have set.

From an individual applicant's perspective, intentions and behaviours towards a specific potential employer are components of the applicant's job search process, which typically involves multiple possible employers offer. Specifically, as individuals conduct their job search, they are exposed to various recruitment practices and obtain information about job and organisational attributes, which may influence their subsequent job offer acceptance (Serge & Turban, 2014), and satisfaction. Although an applicant may be offered a job by an organisation, this does not mean that he or she will take the job. Applicants who obtain job offers from organisations but pass up the offers in lieu of other, more attractive, alternatives can potentially undermine an organisation's selection process (Behling, Labovitz & Gainer, 1968).

Statement of the Problem

Previous studies have looked at recruitment from the perspective of organisation, in the areas of organisational performance (Mustapha, Ilesanmi & Aremu, 2013; Ofobruku & Iheabunike, 2013; Ahmad, & Salih, 2014) and the recruitment process (Djabatey, 2012; Ramokhojoane, 2011; Mar, 2007). Few studies have, however, investigated recruitment from the view point of prospective applicants in terms of applicants' behaviour and job choice decisions (Harold, Uggerslev & Kraichy 2013; Mahony, Mondello, Hums, & Judd 2006; Rynes, Bretz & Gerhart, 1990). Harold et al. argued further that

job choice should be reconceptualised as the entirety of the behavioural choices applicants make during recruitment.

Studies that explore how pre-hire recruitment outcomes (like application decisions and job offer acceptance decisions) of prospective applicants influence their post-hire outcomes (like satisfaction) seem to be missing in the recruitment literature (Van Hove & Lievens, 2009; Weller, Holtom, Matiaske & Mellewigt, 2009). The few available studies on recruitment from the perspective of prospective applicants were, however, conducted in the western world (United States of America) (Harold, et al., 2013; Mahony, et al., 2006, Rynes et al, 1990).

This study, therefore, sets out to fill these gaps in the recruitment literature by dwelling on the job choice theory by Behling, Labovitz, and Gainer (1968), to investigate the extent to which job choice decisions of prospective applicants influence their satisfaction in a developing country like Ghana (University of Cape Coast).

Objectives of the Study

1. To examine the level of importance employees (Junior and Senior Administrative staff) attached to job choice factors before accepting job offers in UCC
2. To investigate the influence of job choice factors on employees satisfaction.

Research Question

This is to accomplish objective one

1. What level of importance did employees (Junior and Senior Administrative staff) attach to job choice factors before accepting job offers in UCC?

Hypothesis

This is to accomplish objective two

- H1: Objective factors (Pay, Location, Work Schedule, Benefits Package, Career Advancement and Person-organisation Fit) influence employees satisfaction
- H2: Subjective factor (Brand or Image of the Organisation) influences employees satisfaction
- H3: Critical contact factor (Recruiter Behaviour- Friendly Interview, Prompt Feedback and Quick Job Offer Timing) influences employees satisfaction

Significance of the Study

This study would be valuable to human resource management practitioners for them to appreciate factors employees consider before they accept job offers. Consequently, the results would highlight recruitment practices and applicants attitudes that change during the recruitment process. This information would have great value to organisations as they develop their recruitment objectives and strategies (Breaugh, 2008). Again, it would be relevant to the University of Cape Coast to know the various factors that attract applicants to accept job offers and the extent to which these factors

influence satisfaction of employees. That would help the university to pay attention to these factors by improving on them to make them more attractive to facilitate the attraction of quality employees in future.

Also, the early identification of recruiting targets, who are less likely to be attracted, or accept an offer from an organisation, helps the organisation to minimize recruiting costs and rather maximize recruiting effectiveness. That would help the university to ascertain whether the perceptions and initial attitudes of applicants would make future successful recruitment unlikely. Finally, this study would add to the existing literatures or stock of books and works already written on recruitment and employees satisfaction.

Limitations of the Study

Respondents were required to indicate the level of importance they attached to job choice factors before they were employed. The respondents may not have a true recollection of a recruitment exercise they partook several years ago, hence making it a limitation that needs to be considered. The study was also limited by time constraint. The time required to complete this study was limited, since the study was conducted as an academic exercise with a set date of completion. As a result, the researcher could not track prospective applicants during the recruitment stage so as to solicit their responses at that stage and subsequently investigate their level of satisfaction after they had accepted job offers. All these notwithstanding, the researcher believes that the findings of the study would depict a fair representation of recruitment and satisfaction of employees in University of Cape Coast.

Organisation of the Study

The study consists of five chapters. Chapter one deals with introduction, background to the study, statement of the problem, objectives of the study, research questions, significance of the study, limitation of the study and organisation of the study. Chapter two deals with the review of related literature, theoretical review, conceptual framework and hypotheses. Chapter three outlines the methodology used to conduct the research. Chapter four presents the results of data analysis and their interpretation, as well as, discussions. The study concludes with a fifth chapter that summarises the entire work, gives conclusions and recommendations.

Chapter Summary

This chapter began with an introduction, followed by background to the study. The statement of the problem was elucidated, as the objectives of the study were presented, as well as, a research question. The significance of the study was discussed and the limitations of the study were explained. Finally, the organisation of the study was outlined.

CHAPTER TWO

LITERATURE REVIEW

Introduction

Relevant literature was reviewed on recruitment and employees satisfaction as examined by authors and scholars among others. Specifically, the study addressed the concept of recruitment, theories on recruitment, the concept of satisfaction, conceptual framework, research hypotheses and chapter summary.

Recruitment

Recruitment has been defined by different authors in various ways. Hannagan (1995), sees recruitment as the first process of filling vacancies. The process involves the examination of the requirements for filling the vacancy (particularly in relation to job and person specifications); consideration of the sources of suitable candidates, drafting job advertisements and selecting media suitable to carry them; assessing appropriate salary levels for employees; and arranging interviews and other aspects of selection. Swanepoel, Erasmus, Van Wyk and Schenk (2006), explain recruitment as those activities in human resource management which are undertaken in order to attract sufficient job candidates who have the necessary potential, competencies and traits to fill job needs and to assist the organisation in achieving its objectives. Nwachukwu (cited in Mustapha, et al, 2013, p635), considers recruitment to involve all prospective applicants for the job position in an organisation. It was stressed that a good recruitment programme is the one that is properly planned and well operated. Hence, poor recruitment

efforts could lead to the selection of poor applicants because positions are to be filled quickly.

Burton and Thakur (2009), also conceive recruitment as the process by which an organisation attracts people to apply for their job openings. Dowling, Welch and Schuler (1999, p15), define recruitment as “a searching for, and obtaining potential job candidates in sufficient numbers and quality so that the organisation can select the most appropriate people to fill its job needs”. Chapman, Uggerslev, Carroll, Piasentin, and Jones (2005) define recruitment as “ways to attract and influence the job choices of top candidates” (p. 928).

Breaugh (2008), explained recruitment as employer actions designed to: (a) bring a job opening to the attention of potential applicants not currently employed by the organisation, (b) influence these individuals to apply for the position, (c) maintain applicants interest in the position, and (d) influence job offer acceptance. Presumably, internal applicants will have prior organisational knowledge and experiences that may influence their perceptions of positions existing within their organisations (Moser, 2005). A focus on applicants with no exposure to an organisation, its policies, and specific job types limits the impact of these prior influential factors and facilitates a greater potential impact from information provided during the recruitment process (Gatewood, Gowan, & Lautenschlager, 1993; Rynes, 1991). Recruitment is broadly considered to be the activities carried out by an organisation for the purposes of attracting potential employees.

This process can involve recruiting current employees for new positions (internal recruitment) or recruiting individuals from outside the organisation (external recruitment). Although both types of recruitment

warrant attention, the focus of the current research is on external recruitment, Barber (1998). Breaugh (2008) asserts that recruitment is a process that goes through various stages and employees were likely to exhibit different behaviours at each stage of the process. For the purpose of this study recruitment is conceptualised as the factors employees look out for in an organisation before accepting job offers.

Decisions of applicants during each stage of the recruitment process

At each of these stages of the recruitment process (i.e. job application stage; maintaining applicant status stage and job offer acceptance stage) prospective applicants gather information about the organisation and the job so that informed job choice decisions can be made; that is, decisions about whether or not to (a) enter the organisation's applicant pool, (b) remain an active applicant during the organisation's decision process, and (c) accept or reject a job offer should one be made (Barber, 1998; Murphy & Tam, 2004).

At the job application stage, the applicants' goals are to gather sufficient information about the job and organisation while contemplating making applications to multiple organisations. Reactions to the recruiters they meet and the appeal of recruitment activities such as company websites, recruitment brochures, and job advertisements, as well as, the information they learnt about the job and organisation and its familiarity, reputation, and image to the prospective applicant, will be used to inform their job choice decisions about whether or not to apply (Cable & Turban, 2003).

At the maintaining applicant status stage, the goal from the applicants' perspective is to gather additional information about the job and organisation to inform their decision to remain in or to withdraw from the

applicant pool (Murphy & Tam, 2004). As they gather more information and engage in the recruitment process, applicants will meet recruiters and potentially other members of the organisation, and will react to those recruiters and characteristics of the recruitment process. Uggerslev, Fassina and Kraichym (2012), refer to three types of recruitment process characteristics to which applicants might react including: (a) the attractiveness and usability of various recruiting activities (e.g., Cober, Brown, Levy, Cober, & Keeping, 2004), (b) the extent to which recruiting messages are perceived as complete, realistic, timely, and credible (Breaugh, Macan, & Grambow, 2008; Cable & Yu, 2006), and (c) reactions to recruiting and selection procedures including procedural justice (Gilliland, 1993; Ryan & Ployhart, 2000) and perceptions of the job-relatedness, consistency, timeliness, treatment, and the opportunity to perform (Chapman, Uggerslev, & Webster, 2003).

The goal of applicants at the job offer acceptance stage is such that on receipt of a job offer, applicants will decide whether or not to negotiate or clarify the terms of the job offer. They may experience additional reactions to recruiters and characteristics of the recruitment process, as well as, the offer and negotiation processes before deciding whether to accept or decline the job offer. Timing of the delivery of various recruiting activities during the recruitment process and measurement of applicants attraction outcomes have been subjected to large variation in the job choice literature specifically with respect to the job application and maintaining applicant status stages (Barber, 1998; Breaugh, 2008).

It is during these first two stages of the recruitment process (job application stage; and maintaining applicant status stage) where recruiters

have focused their efforts, both in providing job and organisational information to applicants, and engaging in various recruitment activities with applicants and prospects (Dineen & Soltis, 2011; Van Hoye & Lievens, 2009). Few recruitment efforts are targeted at the job offer acceptance stage. This is because (a) the applicant presumably has a substantial amount of information about the job and organisation and has engaged with recruiters and in the process sufficiently long enough to inform their job acceptance decisions, and (b) candidates who are not persuaded to apply and stay in the applicant pool disappear from this third recruitment stage (Allen, Mahto & Otondo, 2007). Thus, the first two stages are the dominant focus of recruitment drives (Breaugh et al., 2008).

The above decisions at each stage of the recruitment process are influenced by the attractiveness of the employer. Employer attractiveness is the envisioned benefits that a potential employee sees in working for a specific organisation (Berthon, Ewing & Hah, 2005). Initial job choice decisions are often related to the image of the employing organisation, and these perceptions are based upon the information about the organisation which is available to job seekers (Gatewood, Gowan, & Lautenschlager, 1993).

Berthon et al. (2005) identified and operationalised the components of employer attractiveness in the perspective of potential employees. The five factors they identified were: (a) interest value, (b) social value, (c) economic value, (d) development value, and (e) application value.

(a) Interest value assesses the extent to which a prospective applicant is attracted to an employer who provides an exciting work environment, novel

work practices and makes use of employee's creativity to produce high-quality, innovative products and services.

(b) Social value assesses the extent to which a prospective applicant is attracted to an employer who provides a working environment that is fun, happy, provides good collegial relationships and a team atmosphere. Thus this value represents an organisation's working environment.

(c) Economic value assesses the extent to which a prospective applicant is attracted to an employer who provides above-average salary, compensation package, job security and promotional opportunities.

(d) Development value assesses the extent to which a prospective applicant is attracted to an employer who enhances employee self-worth and confidence, and offers a conducive environment for career advancement opportunities and a possible springboard for promotional prospects.

(e) Finally, application value assesses the extent to which a prospective applicant is attracted to an employer who provides chances for the employee to apply the knowledge and talent they have acquired and to coach others, in an environment that is customer orientated and friendly.

Theoretical Review

Job Choice Theory

The job choice theory, which was originated by Behling, Labovitz, and Gainer (1968), indicates that there are limited reasons why job seekers make the job choice decisions they opt for. After reviewing the recruitment research, they concluded that there were three themes of what they called "implicit theories of position selection" (p.14): (a) objective factors theory, (b) subjective factor theory, and (c) critical contact theory.

Objective Factors Theory

Objective factors theory explains the extent to which attributes such as pay, location, work schedule, benefits package, career advancement and person-organisation fit influence applicants in making their job choice decisions (Behling et al. 1968). These factors are described as objective because they can be dispassionately measured (Behling et al. 1968). It was posited by Behling et al. (1968) that job seekers weigh the costs and benefits associated with an offer based on objective factors associated with the job and organisation. These weightings sum to an overall decision with respect to which job offer is most desirable. Behling et al., were skeptical that job seekers make job choice decisions in a rational manner, but they resolved that the objective content of the job and organisation would be influential to applicant's decision processes.

Subjective Factor Theory

The subjective factor theory suggests that objective factors are far less important to job seekers than the psychological need fulfillment provided by employment with a given organisation (Behling et al., 1968). According to subjective factor theory, applicants have individual emotional and psychological needs, often stemming from childhood, which drives their choice decisions. When seeking out an organisation, they focus their attention on the image of the organisation to determine which organisation is likely to best meet their needs. In essence, applicants use image information to make assessments about their co-existence with the organisation (Behling et al., 1968).

Supporters of subjective factor theory suggest images of firms begin to develop prior to the applicant actively engaging in the job pursuit (Collins, 2007; Willness, Uggerslev, & Chapman, 2009) and it may be derived, further, from other impressions about the company's products or services (MacMillan, Money, Downing, & Hillenbrand, 2005). Behling et al., (1968), summed up job choice as "the result of a perceived high degree of congruence between deeply seated and poorly understood emotional needs, and the ability of the firm, or more accurately its image, to satisfy those needs for the individual candidate. The decision is made on a highly personal and emotional basis" (p. 17).

Critical Contact Theory

The final of Behling et al.'s (1968) job choice theory is critical contact theory. Critical contact theory maintains that applicants will be unable to distinguish among employment opportunities on the basis of objective and subjective factors alone. Supporters of this theory argue that: (a) applicants will have insufficient contact with each of the numerous recruiting organisations to be able to gather differentiating objective and subjective information, and (b) recruiting organisations will work to convey a positive image and the objective features of their offers will tend to be fairly similar Behling et al. (1968).

The theory, however, suggests that applicants will focus on aspects related to the recruitment process itself, such as the treatment they receive during the process, the behaviour of the recruiter, the physical appearance of the organisation, and timeliness of the process. An unfriendly recruiter, long delays in processing an application, or rundown facilities would negatively

stand out to an applicant and potentially cause him or her to withdraw from recruitment or ultimately reject a job offer. Thus, per the critical contact theory, organisations wanting to differentiate themselves from competitors should invest time in the recruitment process and ensure highly knowledgeable and personable recruiters are representing the organisation Behling et al. (1968).

Relevance of the Theory to the Study

The job choice theory, developed by Behling et al. (1968), is very relevant to the study because it enlightened us on a number of essential job choice factors that employees consider throughout the recruitment process and how these factors influence employees satisfaction (happiness, punctuality, loyalty and quality of work). The theory explained that employees consider (a) objective factors such as pay, location, work schedule, benefits packages, career advancement and person-organisation fit; (b) subjective factor like the brand or image of an organisation; and (c) critical contact factors like recruiter behaviour before accepting job offers. The theory helped us to obtain independent variables (pay, location, work schedule, benefits packages, career advancement person-organisation fit, brand or image of the organisation and recruiter behaviour) that were used to ascertain employees' happiness, punctuality, loyalty and quality of work hypothetically.

The Concept of Satisfaction

Modern organisational systems adopt humanistic approaches to ensure that employees can get satisfied in their jobs (Kassim, Ali, Jalaini, Yunus, Said, Latiff, & Salleh, 2013). Satisfaction has been defined in various ways.

According to Daley (1986), “satisfaction assesses the organisation in terms of the individual employee's ‘happiness’”. He concludes that “satisfaction reflects an individual focus rather than an organisational focus” (p 134). Satisfaction has been discussed, further, as the extent to which a person’s hopes, desires and expectations about the employment he is engaged in are fulfilled (Ma, et al. 2003).

Meanwhile, Cranny, Smith and Stone (1992), explain satisfaction as the combination of affective reactions to the differential perceptions of what an employee wants to receive prior to his job application, compared with what he/she actually receives. Satisfaction is also considered, either as an overall feeling about the job, or as a related set of attitudes about various aspects of the job (Spector, 1997).

Locke (cited in Ramayah, et al. 2001) defines satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience.” Satisfaction is considered to be an individual’s cognitive, affective, and evaluative reactions to their job (Robbins, Odendaal, & Roodt, 2003). Satisfaction is the gratification or prosperity that the employees get from their job (Moorhead & Griffin, 1998) or a person’s evaluation of the overall quality of his present job (Pool, 1997; Reilly et al., 1991). For De Guzman, Largo, Mandap, and Munro (2014), satisfaction is a situation related to need and will of a person. Khan, Khan and Ghani (2012), describe it as the feeling of fulfillment which is felt by workers for their job. Long, Xuan, Ismail, Abd Rasid, and Kowang (2014), describe employee satisfaction as different feelings related to different extents of the job of a person.

Satisfaction benefits both the employees and the organisation at large. This is because satisfaction has been linked with enhanced job performance, positive work values, high levels of employee motivation, and lower rates of absenteeism, turnover and burnout (Ngo, 2009). Satisfied employees are more likely to work harder and provide better services via organisational citizenship behaviours. Employees who are satisfied with their jobs tend to be more involved in their employing organisations, and are more dedicated to delivering quality of work. Researchers have upheld that quality of work is influenced by satisfaction of employees (Zafirovski, 2005).

Job Choice Factors

Objective Factors

The objective factors theory by Behling et al. (1968), explains the extent to which prospective applicants dispassionately weigh objective factors such as pay, location, work schedule, benefits packages, career advancement and person-organisation fit before accepting job offers. Applicants may rank these factors in order of importance and be ready to work with any organisation that meets their expectations satisfactorily. It is anticipated that applicants who accept job offers based on these factors will invariably be satisfied.

Pay

Pay is arguably one of the most critical influences on the quality and effectiveness of human capital. Pay is an agreed-upon amount that is given by an employer to an employee at specified time periods for work done. Pay influences the quality of people who apply, the quality of those hired, the

likelihood of job acceptance, satisfaction, motivation and performance of the workforce, and the quality of who stays with the company (Dineen & Williamson, 2012; Saks, Shaw & Gupta, 2007).

When looking at specific vacancy characteristics, pay is one that stands out as being important to most applicants (Williams & Dreher, 1992). The level of pay is an important organisational characteristic that influences people's initial assessment of job attractiveness (Lievens, Decaesteker, Coetsier, & Geirnaert, 2001). Pay also acts as a vehicle for satisfying human needs such as status, achievement and recognition (Barber & Bretz, 2000). In addition, Cable and Judge (1994) suggest that pay has a direct effect on employee attraction because it determines the level of purchasing power. The higher the level of pay, the greater the purchasing power. An organisation's remuneration system may influence the attractiveness of a job because remuneration systems can act as signalling devices that convey information about an organisation's values, culture, philosophy and practices (Rynes, 1987). Pay is considered one of the most effective and important job attributes in determining applicant attraction to the organisation (Saks, Wiesner & Summers, 1996).

Thus attracting employees is likely to be most effective if strategic methods are used to manipulate these characteristics of the job in order to make them most appealing to applicants (Rynes & Cable, 2003). Although the importance of pay in organisational attractiveness evaluations has been demonstrated, there could be situations in which pay does not significantly influence these evaluations. Individuals may have a minimum requirement for salary, below which the amount factors into decisions but above which does

not significantly affect attraction to the organisation (Honeycutt & Rosen, 1997). In this situation, pay would not matter for jobs that offer above the minimum acceptable pay level. This is consistent with the “non-compensatory” argument of the job choice process, whereby there are likely certain vacancy characteristics (such as a minimum pay level) that leads an applicant to view a job as acceptable (Osborn, 1990).

In fact, prior work suggests pay predicts job choice decisions better (Aiman-Smith, Bauer & Cable, 2001). In examining specific pay preferences, Cable and Judge (1994), found that applicants preferred organisations with high pay, flexible benefits, and fixed pay. Although pay influences applicants job choices, individual differences play a role in the strength of the preferences (Barber & Bretz, 2000). For example, prior research shows that prospective applicants with high levels of academic achievement place more importance on interesting and challenging work, whereas, applicants with high social achievement tend to place higher importance on pay level than low social achievers (Trank, Rynes & Bretz, 2002).

Other studies have also found pay to be one of the most important job attributes that applicants consider when searching for a job (Boswell, Roehling, LePine & Moynihan, 2003; Tornikoski, 2011; Van Rooy, 2010). Ali and Ahmed (2009), found a statistically significant relationship between pay and satisfaction. Wright and Kim, (2004), found a positive but weak association between pay and satisfaction. Terpstra and Honoree, (2004), found a positive relationship between pay and satisfaction.

Location

Location is the place where a firm decides to site its operations. Location decisions can have a big impact on costs and revenues. A business needs to decide on the best location taking into account factors such as: customers and staff- is the location convenient for staff? What about customers? (www.bbc.co.uk/schools/gcsebitesize/business). Jurgensen (1978), describes location as a physical place where a business or an organisation is situated. He explained the extent to which location might be an important attribute to applicants in choosing among jobs in different places. Job preferences were measured, on the site visit survey, by asking applicants to rank the following attributes in terms of what is most important to them in a job: advancement, benefits, company, co-workers, hours, location, pay, security, supervisor, type of work and working conditions. Location was the most important reason for rejecting a job but was less important to applicants who accepted job offer. This was similar to the take of Friedlander and Walton (1964), who suggested that people may reject jobs because of environmental factors and accept jobs because of the type of work. In comparing job offers, applicants might have perceived the jobs as similar on all attributes except location and consequently indicated that location was the most important reason the job was rejected.

In Jurgensen's (1978) study, geographic location was ranked among a list of 10 applicants' job preferences attribute, which were important, in job offer decisions (Campion, Turban, Kendrick & Batten 1989). A study by Rynes and Lawler (1983), also found that location is important in job offer

decisions. Pereira, Philippe, and Koehler (2010), found a positive relationship between location and employees satisfaction.

Work Schedule

Work schedule refers to the days and times that an employee is expected to be working. The nature of the job may warrant an employee to either be on a flexible work schedule, or part-time or full-time schedules. Researchers found that organisational commitment and satisfaction becomes positive when a flexible time schedule is adopted by the organisation Grover & Crooker; and Scandura & Lankau (cited in Ghafoor, Ahmad, Aslam & shakeel, 2011). Those organisations which adopt a flexible work arrangement achieve very good reputation in the market and people are attracted towards such organisations.

Flexible scheduling provides so many benefits to the organisation such as increase in the satisfaction of employees, organisational commitment and productivity. Moreover, it also helps to reduce absenteeism and turnover of the employees (Rogier, et al., 2004). Flexible scheduling also helps the employees in reducing their work family conflicts by making a good work family balance (Rogier, et al., 2004). It is not only about working all the time and being rewarded with good salaries that matters to employees but they also consider how stressful or easy the work schedules are, whether they will have to cling to work all the time without any breathing space, how much time they will have for themselves, and their family.

In flexible work arrangement that allows for leaves of absence, employees are allowed to be absent from work for a set period of time in order to handle domestic or personal needs. This absence can range from a few

minutes (e.g., intermittent leave), or hours, off during the working day to several weeks, months, or longer (Ivanovic & Collin, 2006). Leaves can be paid or unpaid and granted for many reasons including military or religious demands, training for a marathon, adoption, short-term disability, maternity, paternity, foster care, caring for a sick child or relative, and educational purposes (Galinsky, Bond & Hill, 2004).

A research conducted by Glass and Finley (2002), found that work schedule has positive effects on organisational commitment, retention and satisfaction. Rau and Hyland (2002) found in their research that organisations which are offering flexible scheduling are more attractive to the people as compared to other organisations which are not offering any kind of flexible scheduling to their employees.

Benefits Packages

Employee benefits are the elements of remuneration given in addition to various forms of cash pay (Armstrong, 2010). WorldatWork, (2011, p. 5), defines benefits as “programs an employer uses to supplement the cash compensation that employees receive”. Armstrong and Murlis (2004), suggest that benefits provide a quantifiable value for employees and they may be deferred or contingent, like pension schemes, health and welfare plans and sick pay, or they may be immediate benefits such as company cars. Benefits contribute to a competitive total remuneration package that attracts and retains high quality employees. They also cater for the personal needs of employees and enhance employee commitment to the organisation.

For some people benefits provide a tax-efficient method of remuneration. A study conducted by Chung, (2006), brought to light the

various types of employee benefits and they include pension schemes, personal security, financial assistance, personal needs, subsidized meals, holiday, clothing allowance, mobile phone credit, company car, paid leave, retirement schemes, share ownership and petrol allowances among others. Some types of employee benefits in Ghana are mandatory as they are required by law while others are optional. The legally required benefits include health insurance, social security contributions and worker's compensation among others.

Employee benefits serve as an attraction tool as they provide for the actual or perceived personal needs of employees such as security and in some cases they also provide assets (e.g. company cars) in addition to pay (Armstrong & Murlis, 2004). Employees view the benefits they receive as the extent to which their organisations value their contributions and care about their well-being (Jensen, McMullen & Stark, 2007; Rousseau & Ho, 2000).

Employee benefits also influence applicant attraction. By offering a large amount of benefits a company can compensate for moderate salaries (Casper & Buffardi, 2004). In support of this, Browne (1997) showed that potential employees, including men and women from different cultures, were willing to accept lower salaries if benefits of importance to the individual will be offered. Flexible benefits appear particularly attractive to individuals (Cable & Judge, 1994).

Barber and Bretz (2000), found that flexible benefits are able to fill open positions quicker than those without flexibility, suggesting that the benefits offered affect the attraction of applicants to the job. According to the

result of Artz (2010), fringe benefits are significant and positive determinants of satisfaction.

Career Advancement

Career advancement encompasses everything you do from the time you begin your job to the time you retire. Advancement for some people means climbing the corporate ladder until you reach the executive suite. For others it means doing a great job and being recognized for it (careerplanning.about.com). To some individuals, career advancement means reaching a top position at a particular company; for others, it could mean gaining experience in multiple professional fields in order to create a unique and versatile role for oneself. Career advancement may be viewed as gaining promotion from a lower rank to the top-most position in an organisation, availability of opportunity for further studies or gaining professional experience in multiple fields and the like. An individual would have career success based on the employer providing mentoring relationships and a longer-term career path and development that provide both economic and socio-emotional rewards. Employees with relational contracts are more concerned about stable careers and less concerned about particular jobs in the organisation (Ballout, 2007).

In other words, employees' careers may be enriched by supportive relationships with supervisors or peers. In some organisations, for example, social support provided by supervisors may take the form of career guidance and information, learning opportunities and challenging work assignments that promote career advancement (Greenhaus, Parasuraman & Wormley, 1990). Turban and Dougherty (1994), found that mentorship and supportive work relationships were related to career advancement, as well as, perceived career

success. As individuals today are expected to work for more organisations and on a broader range of projects (Tempest, McKinlay & Starkey, 2004), socialized career paths and policies that support career performance and advancement become increasingly important to them, as far as, their job choice behaviour is concerned.

Rousseau, (1990), concludes that career advancement is a key aspect of an employee's psychological contract with his or her organisation. Psychological contracts exist based on employees' beliefs or perceptions regarding reciprocal obligations involving their organisations (Rousseau, 1989). These contracts are unwritten and deviations from the contracts are generally perceptual. According to these contracts, employees believe that if they exert considerable effort in their jobs then their organisations should provide commensurate advancement opportunities for the individual. When employees perceive that barriers exist to career advancement, the psychological contract has been broken. Perceptions of a broken psychological contract have been found to negatively impact satisfaction (Kickul, 2001; Robinson & Rousseau, 1994).

Research conducted by the Career Innovation Group, (CIPD, 2005), found that employees are more likely to stay if offered the opportunity to develop. The amount of career support received by employees is positively correlated to their stated intention to remain with their current employer (CIPD, 2005).

Person-organisation Fit

The concept of person-organisation fit implies that organisational values are a good predictor of job choice, and that, individuals mostly preferred jobs in organisations which displayed values similar to their own (Tinsley, 2000). Person-organisation fit is defined as “the compatibility between people and organisations. This compatibility occurs when at least one entity provides what the other needs or they share similar fundamental characteristics or both” (Kristof, 1996, pp. 4-5). Person-organisation fit is associated with a person’s attitudes about the organisation based on congruent goals and values (Van Vianen, Pater & Van Dijk, 2007). Manifestations of this congruence include organisational attraction and employee selection (Schneider, 2001; Carless, 2005; Hoffman & Woehr, 2006), employee commitment, satisfaction, and intent to quit (Verquer, Beehr, & Wagner, 2003, Kristof-Brown, Zimmerman & Johnson, 2005; Young & Hurlic, 2007).

Perceptions of person-organisation fit are distinguishable from organisational image, as image is an average, consistent perception across applicants whereas person-organisation fit is the similarity between the values of a single applicant and the organisation (Slaughter & Greguras, 2009). Research findings indicate that organisational characteristics visible in the applicant generation phase, such as those included in business press, corporate reports, organisation websites, and job postings, influence applicants early person-organisation fit perceptions (Braddy, Meade, & Kroustalis, 2006; Dineen et al., 2002; Lievens et al., 2001).

Person-organisation fit has many dimensions; it includes supplementary fit and complementary fit. Supplementary fit occurs when

individuals' characteristics are similar to organisational characteristics, and complementary fit occurs when individuals' characteristics "fill a void or adds something missing in the organisation" (Piasentin & Chapman, 2006). Supplementary fit has to do with matching similar levels of characteristics between employees (personality traits, values, goals) and organisations (culture, values, norms), whereas, complementary fit is concerned with bridging the gap between the patterns of these assessed characteristics (Nikolaou, 2003). Also important to supplementary person-organisation fit is the distinction of what type of overlap between individual and organisation is being assessed. Studies have looked at cultural, personality, ethnic, or even age-based similarity between individuals and organisations and its practices to operationalise supplementary person-organisation fit (Lievens, Decaestecker, Coetsier, & Geirnaert, 2001; Rau & Adams, 2005; Turban et al., 2001).

The congruence between individual and organisational values is the most commonly studied form of supplementary fit and is expected to influence both applicant and recruiter behaviours (Kristof-Brown, 2000). The recruitment process is expected to be heavily influenced by person-organisation fit as applicants are expected to be more attracted to, and subsequently more likely to take a job with, organisations whose values match their own personal values (Kristof, 1996).

During recruitment, applicants will seek out, and if given the opportunity, select into organisations that maximize their affection while avoiding those organisations where applicant's values are not commensurate with organisational environments (Judge & Bretz, 1992). Critical to this process is that applicants actually have some amount of information about the

organisation. Information about the organisational culture, either gathered independently by the applicant or provided by the organisation via recruitment efforts, will help increase the accuracy and utility of applicant person-organisation fit perceptions when making job choices (Judge & Bretz, 1992; Kristof, 1996). Edwards (2008), noted that for applicants to be more attracted and more likely to take an offer from an organisation it requires them to first perceive or become aware of the organisation. It would be difficult for an applicant to establish, and be influenced by person-organisation fit perceptions if they were oblivious of the organisation.

The information used to make person-organisation fit perceptions comes from two sources: applicants seeking out information or organisations providing information. Applicants can gather this information through various methods of job search activities, as well as, career planning (Saks & Ashforth, 2002). Saks and Ashforth, (1997), found that applicants sought out recruitment advertisements, used college placement offices, or questioned a friend or relative who did not work at the organisation to gather information necessary to make person-organisation fit assessments. Rynes et al., (1991), found that applicants were able to identify organisations they had good and poor fit with based on the information they collected about organisational characteristics. A handful of studies have also highlighted that a relatively new source of information have been made available to applicants to aid them in making person-organisation fit assessment through organisation websites. Specifically, applicants have been shown to use organisation websites to gather information and get feedback about organisations in order to develop person-organisation fit perceptions (Cober et al., 2004; Dineen et al., 2002; Dineen & Noe, 2009).

Organisations are also active in providing applicants with information about their values to allow applicants to develop person-organisation fit perceptions. For instance, organisation choices about job advertisements, including the level of information specificity, have been shown to influence applicant person-organisation fit perceptions (Roberson, Collins & Oreg, 2005). Also, organisations can provide applicants with various types of realistic job previews to facilitate person-organisation fit perceptions based on accurate information (Kristof-Brown, 2000). Recruiters and interviewers may also attempt to provide applicants with information about organisational culture, as they are familiar with the culture. However, applicants do not usually have detailed understanding of organisational norms and values, and may question recruiters and interviewers to gather this information (Van Vianen, 2000).

Researchers did not focus only on how organisational characteristics influences person-organisation fit perceptions. But other studies have also explored how applicants influence person-organisation fit perceptions and recruiting outcomes. Researchers have shown that applicant dispositions, specifically personality, influence their organisational cultural preference and their attraction to organisations that possess those cultures (Judge & Cable, 1997). Further, applicant values of fairness, concern for others, and achievement have all been shown to influence the types of organisations they develop high person-organisation fit perceptions towards, resulting in higher attraction (Judge & Bretz, 1992).

Providing support that person-organisation fit will influence both positive and negative initial preferences, 100 percent of Rynes et al's. (1991)

sample indicated that organisational characteristics were influential in developing initial good fit perceptions and 95 percent indicated organisational characteristics were influential in developing initial poor fit perceptions. That is, pre-recruitment information can be used to establish “early favourites” based on higher perceived levels of person-organisation fit, thereby serving as an endowment (Russo et al., 1996). Recent research supports the notion that early person-organisation fit perceptions may be meaningfully distinguished by ultimate job choice. Harold and Ployhart (2008) found that at the start of their simulated recruitment study, applicant person-organisation fit perceptions significantly predicted recruiting outcomes later in the study. Therefore, initial perceptions of person-organisation fit are expected to be higher for the organisation that applicants take an offer from relative to the offer they pass.

Rynes, et al. (1991) conducted open-ended interviews with 41 applicants who were actively on the job market. Interviews were conducted at two points in time. The first interview was intended to assess applicants’ initial impressions of the organisations to which they applied, and the second interview was (conducted roughly 8-10 weeks later) intended to assess impressions of the recruitment process. Applicants were asked to think about three companies with which they experienced the highest levels of fit and three companies which they experienced the lowest fit. From this, critical incidents were generated to assess applicants’ early impressions of various companies, why they decided to withdraw from recruitment processes at firms, and what informed their job acceptance decisions.

Twenty-eight of the 41 applicants withdrew from at least one recruitment process (e.g., declined a site visit). Fifteen of these applicants

indicated that job characteristics were a primary reason for their decision to withdraw. Although Rynes et al. did not explicitly identify which particular job characteristics were responsible for applicant withdrawal, the job characteristics that applicants tended to note in their critical incidents included location, training and advancement opportunities, and company reputation.

Empirical evidence has shown that a high level of person-organisation fit is related to organisational outcomes such as job satisfaction and organisation commitment (O'Reilly, Chatman & Caldwell, 1991). When employees' values match those of the organisation, according to Amos and Weathington (2008); they are likely to report higher levels of satisfaction. Westerman and Cyr (2004) found that values similarity was a direct and significant predictor of satisfaction. Similarly, Karakurum (2006) found a strong positive relationship between person-organisation fit and satisfaction.

Based on the above, it is hypothesised that:

- H1: Objective factors (Pay, Location, Work Schedule, Benefits Package, Career Advancement and Person-organisation Fit) influence employees satisfaction
- H1a: Objective factors (Pay, Location, Work Schedule, Benefits Package, Career Advancement and Person-organisation Fit) influence Happiness
- H1b: Objective factors (Pay, Location, Work Schedule, Benefits Package, Career Advancement and Person-organisation Fit) influence Punctuality
- H1c: Objective factors (Pay, Location, Work Schedule, Benefits Package, Career Advancement and Person-organisation Fit) influence Quality of work

H1d: Objective factors (Pay, Location, Work Schedule, Benefits Package, Career Advancement and Person-organisation Fit) influence Loyalty

Subjective Factor

Subjective factors theory suggests that objective factors (pay, location, work schedule, benefits package, career advancement and person-organisation fit) are far less important to job seekers than the psychological need fulfillment (image and reputation) provided by employment with a given organisation (Behling et al., 1968). The rationale behind subjective factor in the theory of Behling et al., (1968), is centralized on image formation about certain organisations that prospective applicants had dreamt of and wished they work with. The theory is of the view that in the presence of equally attractive objective factors (pay, location, etc.) presented by a specified number of organisations, some applicants may drop all the other organisations and select the one that has a desired and an appealing image and reputation.

Brand or Image of the Organisation

What people construe as distinctive, central, and enduring about the organisation helps define the organisational image (Dutton, Dukerich & Harquail, 1994). An organisation's image plays an important role in the minds of applicants and helps them differentiate one organisation from its competitors (Cable & Turban, 2003; Scott & Lane, 2000). Hence, being able to establish a favourable image in the minds of the applicants can help an organisation attract a larger and more qualified talent pool. Brand or image has been defined as "the sum of an organisation's efforts to communicate to existing and prospective staff that it is a desirable place to work" (Edwards,

2010). This is analogous to customer-based brand equity (Aaker, 1997) which helps in creating a unique favourable brand image in the target customers' mind and helps increase the likelihood of the product or service being chosen over other similar products or services.

Collins and Stevens, (2002), define brand or image as “attitudes and attributes potential applicants’ perceive about the job or organisation” (p. 1122). It is also important to note that the terms image and reputation have been used interchangeably in recruitment research (Highhouse, Broadfoot, Yugo, & Devenorf, 2009). Belt and Paolillo (1982) investigated how corporate images of organisations influenced applicant attention, interest, desire, and intentions beyond applicant qualifications. While this study by Belt and Paolillo was the first to address image in a recruitment setting, it only addressed one type of recruitment practice (newspaper job advertisements), in one industry (fast-food). Over a decade later Gatewood, Gowan, & Lautenschlager, (1993), built on Belt and Paolillo’s study and noted that applicant evaluations of organisations may come from more than just one type of recruitment or information source.

Also, they suggested that these organisation’s “general impressions”, or images, were malleable and that organisations could actively change applicants’ attitudes and affect responses to recruitment efforts. While these early studies defined organisation image as applicant beliefs about a specific set of organisation’s attributes (Belt & Paolillo, 1982) or general reaction towards organisations (Gatewood, Gowan, & Lautenschlager, 1993), more recent works have provided a more focused conceptualisation of organisation image in the recruitment setting.

Employer branding/image also works in a similar fashion for the applicant pool. Employer 'attractiveness' or the perceived benefit that the applicant may get by being employed by an organisation, is the antecedent to the development of an effective employer brand (Arachchige & Robertson, 2011). Rynes (1991), suggested that given the small amount of information available to applicants, early in the job choice process, initial application decisions are heavily based on general impressions of organisational attractiveness or 'organisational image'. Belt and Paolillo, (1982) found applicant responses to organisations with a better image to be significantly higher.

Fisher, Ilgen, and Hoyer (1979) showed that applicants found information obtained from people outside the organisation to be more credible than the same information obtained from organisational representatives. This indicates that job applicants are significantly influenced by their reference groups. This becomes important in the context of social media, where the level of peer communication is very high. This is also substantiated by Kilduff, (1990), who found prospective applicants being more attracted to organisations most preferred by their peers. Collins and Stevens, (2002), argued that applicants could rely on employer brand images for guidance in decision making, since in many cases, the true attributes of the job and company may not be easily known. Therefore, establishing the employer brand becomes critical for organisations hoping to attract high caliber talent. All of this research indicates that organisations can significantly leverage the power of social media to establish and communicate an attractive employer brand and influence initial applicant decision.

Collins and Stevens (2002), surveyed 133 applicants at two stages during their early search process to investigate the role of brand image on application decisions. At the first stage, applicants listed ten companies of potential employment interest and responded to questions regarding exposure to each of the ten firms' early recruitment practices, their impressions about each employer, perceptions of the firm's attributes, and intentions to pursue employment. Approximately two months following the first survey, job seekers completed a second survey inquiring to which of the ten initially listed companies they had actually applied. Findings suggested that perceived attributes (e.g., salary, training opportunities, location) and impressions of the firm predicted application decisions. Moreover, attributes and impressions (collectively brand image) mediated the relationship between early recruitment practices and application decisions.

One of the first questions proposed in image research was how applicants form impressions about organisational image (Gatewood, Gowan, & Lautenschlager, 1993; Turban, Forret, & Hendrickson, 1998). Results of these early studies indicate that one of the most prominent predictors of image perceptions is applicant familiarity with the organisation. Seminal work by Gatewood, Gowan, & Lautenschlager, (1993), noted that image ratings were most strongly related to applicant exposure to the organisation. This process is consistent with early psychology research, (Zajonc, 1968), which indicates that repeated interaction, or "mere exposure", with an object should increase individuals' positive evaluations of the given object. This finding has repeatedly been shown in recruitment research, as applicants that are more familiar with an organisation generally perceive that organisation to have a

more positive image (Cable & Graham, 2000; Turban, 2000; Turban, Lau, Ngo, Chow, & Si, 2001). When Highhouse and colleagues (Highhouse, Zicker, Thorsteinson, Stierwalt, & Salughter, 1999) conducted a study that identified a variety of different factors that applicants used to discriminate between organisations and predict image, they were only able to use organisations that were “well-known” by all participants. Even when familiarity with an organisation was shown to increase applicant knowledge about both positive and negative attributes about organisations, familiarity was still shown to results in a net positive effect on image perceptions (Brooks, Highhouse, Russell, & Mohr, 2003). However, other elements of the organisation have also been used to predict positive image perceptions including their diversity initiatives, progressive labour practices, environmental policies, and social performance (Aiman-Smith, Bauer, & Cable, 2001; Albinger & Freeman, 2000; Avery & McKay, 2006; Richey, Bernardin, Tyler, & McKinner, 2001).

The other question involves why organisational image is expected to influence applicants and subsequent recruiting outcomes. From a practical sense, image is developed early in the recruitment process, or, before recruiting even starts (Collins & Han, 2004). Given that recruitment decisions made by both organisations and applicants are sequential, initial attitudes about the organisation will be influential, at a minimum, to the extent that initial attitudes affect the pruning of alternatives (Collins & Stevens, 2002; Turban, 2000). That is, the sequential dependence of staffing an organisation leads to early information and attitudes being influential for the remainder of

the process, if only because of applicant's initial decisions to select-out were made due to factors such as image (Carlson & Connerley, 2003).

From a theoretical standpoint, and related to the prior discussion about awareness, the image applicants hold about a given organisation allow applicants to link information and knowledge gained through the rest of the recruitment process to the organisation and influence how applicants respond to various other recruitment tactics (Collins & Stevens, 2002). For instance, recruiters may ask the same questions to applicants (i.e., about qualifications for a job) with applicants perceiving organisations with positive images are being selective while firms with negative images are seen as invasive (Turban et al., 1998).

Based on the above, it is hypothesised that:

H2: Subjective factor (Brand or Image of the Organisation) influences employees satisfaction

H2a: Subjective factor (Brand or Image of the Organisation) influences Happiness

H2b: Subjective factor (Brand or Image of the Organisation) influences Punctuality

H2c: Subjective factor (Brand or Image of the Organisation) influences Quality of work

H2d: Subjective factor (Brand or Image of the Organisation) influences Loyalty

Critical Contact Factor

The critical contact theory by Behling et al., (1968), suggests that although objective and subjective factors may be adequate to make

prospective applicants tender in their applications, these factors will not be sufficient enough for applicants to make their job choice decisions. This was because prospective applicants may usually apply to several organisations. These organisations may have relatively the same objective features and put out a good convincing image. Time limitations, will however, make it difficult for applicants to determine any differences among the organisations in terms of their objective and subjective information. Therefore, applicants will go the extra mile to consider critical contact factors like the treatment they received during the recruitment process, the behaviour of the recruiters, the physical appearance of the organisation, and timeliness of the process to make their final decision. All these circumspections by applicants are imperative because they expect to realise some level of gratification or satisfaction with their job choice decisions in the long run (Behling et al., 1968).

Recruiter Behaviour

Recruitment practices can signal broader characteristics of the organisation to the applicant; a negative experience during the recruitment process may even result in an elimination of the organisation from the applicant's consideration (Joo & McLean, 2006; Rynes et al., 1991). Similarly, a positive experience may give the organisation an advantage in an environment that is highly competitive for well qualified candidates.

Recruiters can influence how job applicants perceive the firm and their intentions to join the organisation. It has been argued that applicants perceive recruiters as representing the character of the entire company (Odiorne & Hann, 1961). The recruitment interview continues to be the primary method by which organisations evaluate potential applicants (Posthuma et al., 2002).

As a selection tool, the employment interview plays a major role in identifying productive employees and is considered as very important for survival today in the light of increasing competition and uncertain environments (Michaels et al., 2001). It follows that the firm's recruiter, who interviews the job candidates who applied to the firm, is at the center of this activity. He or she has a major task to convince and attract candidates to work at the firm.

The interviewing approach followed by the recruiter is considered essential in attracting employees to join the organisation (Rynes et al., 1991). For example, studies have shown that the interviewer's personality significantly affects the applicants' overall perceptions of the firm and their decision to accept the job offer (Harris & Fink, 1987). The interviewers' characteristics, including manners, friendliness, and personal knowledge, have an influence on attraction and job choice intentions (Carless & Imber, 2007). For instance, research shows that interviewers demonstrating a warm and friendly personality during the interview increase applicants' motivation to pursue the job (Chapman et al., 2005).

Valuable information such as attributes of current employees and the culture of the organisation can be communicated through the recruitment process (Highhouse et al., 2002). Specifically, interviewers have a very important role in applicant attraction to the organisation because they provide early cues about the job, the organisation, and the overall culture (Gilmore et al., 1999). Much of the research on recruitment practices centers around the recruiter and his or her behaviour during the interview (Powell, 1984). Interactions with the recruiter are associated with employment intentions; as recruiters send signals to the applicants, applicants form impressions and

become more or less attracted to the organisation (Barber, 1998). Recruiters have a key part in recruitment because they communicate important information about the organisation to the potential applicant (Carless & Wintle, 2007), and help maintain applicant attraction in the early recruitment process (Turban & Dougherty, 1992). Researchers have found that applicants often leave the recruitment process after the initial interview (Barber, 1998). This demonstrates the importance of the early stages of the recruitment process in forming applicant impressions and affecting applicant decisions. Taylor and Bergmann (1987) found recruitment practices during the campus interview did predict applicant reactions such as organisational attraction and probability of accepting an offer.

By far, most recruitment withdrawal attention has been devoted to the role of recruitment processes and related features including time delays, interview focus, and applicant reactions to recruitment and selection processes. Within a civil service job search context, Arvey, Gordon, and Massengill (1975) found that longer time lags resulted in higher withdrawal and that minority applicants were more affected by time lags. Time lag effects on applicant withdrawal have been consistently replicated (Schreurs, Derous, Van Hooft, Proost, & De Witte, 2009), as have disproportionately higher withdrawal rates for minority applicants (Ployhart, McFarland & Ryan, 2002; Ryan et al., 2000).

Reactions to site visits, job offer timing and delays have been cited by applicants as reasons to accept or reject a job offer. As mentioned previously, Rynes et al. (1991), asked 41 job seekers to discuss reasons why they ultimately accepted a position with a firm that was not in their initial decision.

Out of the 23 applicants who accepted job offer with firm that was not their initial favourite, 14 noted that site visits influenced their decisions. Specifically, applicants noted that special treatment during visits, the profiles of the people they were able to meet, level of professionalism during visit, and flexibility during scheduling predicted their decisions. With respect to why an initial favourite was ultimately rejected, 20 applicants mentioned negative experiences with organisational representatives and recruitment practices, and nine applicants mentioned delays.

Becker, Connolly and Slaughter (2010) also examined the impact of job offer timing on job offer acceptance using archival data from 3012 applicants to a Fortune 500 company. Their findings suggest that quicker offers were related to higher acceptance rates for both student job seekers and more experienced workers.

Boswell et al.'s (2003) longitudinal qualitative analysis found similar reasons for acceptance or rejection decisions. A majority of applicants reported that treatment received during recruitment influenced job offer acceptance. Exemplar behaviours that negatively stood out to applicants included having to pay for their own accommodations in advance, unimpressive arrangements, unorganized site visits, uninformed or unorganized interviewers, and lack of follow-up from the organisations.

Exemplar behaviours that positively impacted applicant decisions included positive treatment during the site visit such as the opportunity to meet similar people and people in higher levels within the organisation, impressive arrangements, being permitted to bring one's significant other, and follow-up from the organisation. Turban et al., (1995), also provided support for the role

of site visits in predicting job offer acceptance. They found evaluations of the site visit and host likeableness were both related to job offer acceptance. Boswell et al., (2003), found that imposing time deadlines on applicants did not affect job offer acceptance negatively.

Based on the above, it is hypothesised that:

- H3: Critical contact factor (Recruiter Behaviour- Friendly Interview, Prompt Feedback and Quick Job Offer Timing) influences employees satisfaction
- H3a: Critical contact factor (Recruiter Behaviour- Friendly Interview, Prompt Feedback and Quick Job Offer Timing) influences Happiness
- H3b: Critical contact factor (Recruiter Behaviour- Friendly Interview, Prompt Feedback and Quick Job Offer Timing) influences Punctuality
- H3c: Critical contact factor (Recruiter Behaviour- Friendly Interview, Prompt Feedback and Quick Job Offer Timing) influences Quality of work
- H3d: Critical contact factor (Recruiter Behaviour- Friendly Interview, Prompt Feedback and Quick Job Offer Timing) influences Loyalty

Conceptual Framework

The conceptual framework is based on the Job Choice Theory by Behling et al. (1968). Basically, the theory explains why prospective applicants or job seekers make certain kinds of job choice decisions, and how those decisions affect their satisfaction. The job choice theory has three main themes which comprise (a) Objective Factors (b) Subjective Factor, and (c) Critical Contact Factor. Each of these themes have sub-factors that influence job choice decisions and satisfaction of employees. The theory elucidates that

prospective applicants would consider objective factors such as pay, location, work schedule, benefits packages, career advancement and person-organisation fit; subjective factor like brand or image of the organisation; and critical contact factor like recruiter behaviour (friendly interview, prompt feedback and quick job offer timing) available at an organisation before accepting job offers. Therefore, job choice decisions based on these factors may invariably influence applicants satisfaction.

From Figure 1, it can be seen that job choice factors which comprise objective factors, subjective factor and critical contact factor leads to satisfaction.

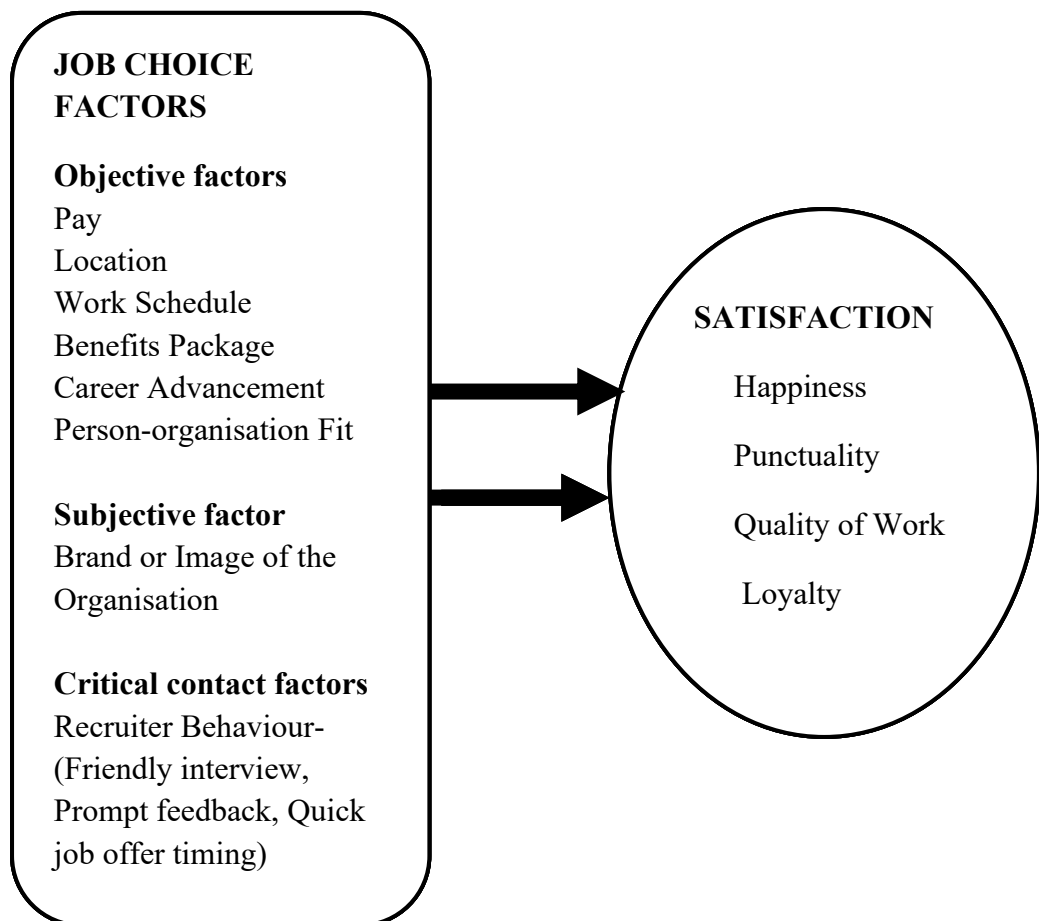


Figure 1: Conceptual framework
Source: Author's construct, (2016)

Chapter Summary

The concept of recruitment and satisfaction was reviewed. The theoretical review explained the Job Choice Theory and its main components (Objective Factors Theory, Subjective Factor Theory and Critical Contact Theory). Conceptual framework was developed based on which three main hypotheses and their sub-hypotheses were presented.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter presents the methodology of the study. The procedures used to conduct the study are described in this chapter, including the methods used to identify the population and select the sample. This chapter also discusses the study area, the research design, data sources, techniques for data gathering, as well as, the research instruments and data analysis. It also discusses the variables considered in the study and challenges the researcher encountered on the field and how they were addressed and chapter summary.

Study Area

This study was conducted in University of Cape Coast. The University of Cape Coast is a university in the central region of Ghana. The university, which is about five kilometres west of Cape Coast, is on a hill and directly faces the Atlantic Ocean. It operates on two campuses: the Southern Campus (Old Site) and the Northern Campus (New Site). Two of the most important historical sites in Ghana, (Elmina Castle and Cape Coast Castle), are only a few kilometres from the university. The university was established in 1962 out of a dire need for highly qualified and skilled manpower in education and was affiliated to the University of Ghana. It was established to train graduate teachers for second cycle institutions such as teacher training colleges and technical institutions, a mission that the two existing universities at that time (University of Ghana and Kwame Nkrumah University of Science and Technology) were unequipped to fulfil.

Since its establishment, the university has added to its functions, the training of education planners, administrators, agriculturalists and health care professionals. In pursuance of its mission, the university restructured its degree program from Bachelor of Arts (BA), Bachelor of Science (BSc) and Bachelor of Education (BEd) in education to BA/BSc with non-education content and a BEd, a professional qualification in Education. The university now offers courses in BA, B.Com, BEd, BSc, LLB, MA, MBA, MCom, MEd, MSc, MPhil, MBChB, OD, and PhD (www.en.wikipedia.org).

Study Design

This study used a quantitative approach because Leedy and Ormrod, (2001), emphasised that a quantitative approach is most appropriate to explain, predict, establish, confirm, or validate relationships and also to develop generalisations that contribute to theory. According to Creswell, (2003), quantitative methodology employ strategies to investigate, experiment and collect data on predetermined instruments that yield statistical data. Further, Neuman, (2011), mentioned that a quantitative approach has a high level of objectivity and reliability. The findings from quantitative method can be predictive, explanatory, and confirming (Carrie, 2007).

Particularly, quantitative correlation was used for the study design. Because it enables the use of correlational statistics to describe and measure the degree of association or relationship between two or more variables or sets of scores (Creswell, 2012). Using correlational design offers an evaluation of strength and direction of relationship between variables. Correlational design establishes relationships between two or more variables in the same

population or between the same variables in two populations (Leedy & Ormrod 2010).

Study Population and Sampling

The population for this study was made up of 437 administrative staff of University of Cape Coast and the whole population was used. A sample should be large enough to provide a credible result (Chung-Wen, 2008). According to Osborne (2014), it helps to minimise the probability of errors, maximise the accuracy of population estimates and increase generalisation of the results. The study employed a census sampling method. Parker, Schroeder, and Fairfield-Sonn, (2002) stressed that census is easier to administer since figuring out who receives the instrument is clear-everyone and it is capable of yielding representative results. According to Prasad, (2015), census method assures highest accuracy and concrete description of a phenomenon without any element of bias as all the elements are taken in consideration without any chance of being left.

Table 1 provides a break-down of the distribution of administrative staff across the various colleges and departments of the University of Cape Coast.

Table 1: Breakdown of Junior and Senior Administrative Staff of UCC

Unit	Number of Admi. Staff
Colleges	
College of humanities and legal studies	52
College of distance education	57
College of agriculture and natural sciences	49
College of health and allied sciences	55
College of education studies	59
Central administration	
Halls of residence	19
Main administration	125
University health service	21

Source: Division of Human Resource, (2016).

Data Collection Instrument

A questionnaire was used for the study. It was appropriate to use questionnaire for this study since the target population (administrative staff) are very learned and would be able to read, as well as, conveniently answer the questions without any assistance. Questionnaire was used because it is less expensive and time efficient; that is, it can be used to collect data from a large size of population easily. It also yields unbiased results unlike interview method where the researcher can induce the respondents to give responses to suit his interest. In addition, questionnaires offer greater assurance of anonymity and help avoid bias or errors caused by the presence or attitudes of the interviewer (Dessler, 2000).

The Questionnaire was divided into three sections and it comprised both open and close-ended questions (see appendix A). Section A contained socio-demographic information about the respondents. Section B elicited information on job choice. Section C obtained responses on employees

satisfaction. A Likert scale was used because it is simple to construct, easy to read and complete and likely to produce a highly reliable scale, (Page-Bucci, 2003). It is also a popular instrument that measures people's attitudes, preferences, images, opinions, and conceptions, (Göb, McCollin, & Ramalhoto, 2007; Wu, 2007).

Data Collection Procedure

A pilot test was conducted and the aim of the pre-test was to reduce random errors. Consequently, the questionnaire developed was pre-tested on a sample of 20 non-teaching administrative staff members of Cape Coast Polytechnic (C Poly) due to its proximity and its tertiary education status. Cape Coast Polytechnic was chosen for the pilot study because their administrative staff appeared to be homogeneous and identical to the administrative staff of University of Cape Coast. Feedback from the pre-test sample was used to make minor revisions to the questionnaire (Radhakrishna, 2007). The technique used in collecting primary data was questionnaire. The researcher personally administered the questionnaires to administrative staff in the halls of residence, colleges, main administration and the university health service. The respondents were given two weeks to complete the questionnaires and return them to the researcher.

Administering questionnaires was not without challenges. Owing to the numerous researches conducted in the past, some of the respondents claimed they were tired and fed up of filling questionnaires since previous studies didn't bring any direct benefit or transformation in their lives. Despite these challenges, the questionnaires were administered to all the 437 administrative staff members in University of Cape Coast and they were retrieved accordingly.

Reliability

Healy and Perry (2000), assert that reliability is the extent to which results are consistent over time and an accurate representation of the total population under study. Cronbach's Alpha was used as a measure of reliability and internal consistency. Cronbach's Alpha is a reliability coefficient that indicates how well items in a set are positively correlated to one another. It measures the inter-correlations among test items, with a measure of 1 being higher in terms of internal consistency and reliability, and 0.7 to 0.9 being acceptable (Zinbarga, Yovel, Revelle & McDonald, 2006). Therefore, Cronbach's Alpha value of 0.892 that was obtained for all the twenty three (23) items made the instrument duly reliable. (See Appendix B).

Ethics

Respondents' anonymity, informed consent and confidentiality were upheld. The respondents were approached and the essence of the research was explained to them before the study commenced. The respondents were allowed to do an independent work unless an explanation was needed in the course of answering the questionnaire. These activities were undertaken to ensure that the research was free of value judgment on the part of the researcher, since participation to research study must be voluntary and that researchers should not coerce target population in participating in a research process (Neuman, 2011). Consent was sought from the university's Division of Human Resource and the respondents (Junior and Senior Administrative staff) themselves prior to undertaking the study. This reduced the resilient nature of the respondents, hence they participated fully.

Model Specification

The study's first objective was achieved using frequencies to examine the level of importance employees attached to job choice factors before accepting job offers in UCC. The second objective was achieved using multiple regression to investigate the influence of job choice factors on employees satisfaction. The empirical model used to achieve objective two is specified in equation (1) below.

$$Sat = \beta_0 + \beta_i Obj_i + \beta_i Sub_i + \beta_i Cri_i + \varepsilon \dots\dots\dots (1)$$

Where Sat, β_0 , β_i , Obj_i , Sub_i , and Cri_i denote satisfaction, constant, coefficient of the explanatory variables, vector of objective factors, vector of subjective factor, and vector of critical contact factor respectively. Also, ε represent error term.

Dependent Variables

Satisfaction measures

Moyes, Shao and Newsome (2008), describe employees satisfaction as how pleased an employee is with his or her position of employment. Satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity, as well as, personal well-being. Satisfaction implies doing a job one enjoys, doing very well and being rewarded for one's efforts. It further implies enthusiasm and happiness with one's work. It is the key ingredient that leads to promotion, income, and the achievement of other goals that eventually bring about a feeling of fulfillment (Kaliski, 2007).

The satisfaction construct is measured in diverse ways. Hence, employees satisfaction was measured by Saba, Sadia, Tariq and Muhammad (2013), based on organisational policy and strategy, nature of work, communication, job stress,

personality, and recruitment and selection procedure. In another study, satisfaction was measured based on job security, work conditions, pay and promotion, fairness, and relationship with co-workers and management, (Mosammod & Nurul, 2011). Similarly, Samina, Farooq and Nadeem (2012), measured employees satisfaction based on working environment, remuneration, job promotion and fairness. Finally, satisfaction was measured based on nature of work, present pay, supervision, opportunity for promotion, and co-workers promotion (Sadegh & Azadeh, 2012).

For the purpose of this study, satisfaction implies the extent to which a person's hopes, desires and expectations about the employment he is engaged in are fulfilled (Ma, et al. 2003). Although the above factors are relatively good satisfaction measures, this study used four measures which comprises (Happiness, Punctuality, Quality of Work and Loyalty).

Independent Variables

The independent variables for the study were Pay, Location, Work Schedule, Benefits Packages, Career Advancement, Person-organisation Fit, Brand or Image of the Organisation and Recruiter Behaviour.

Data Analysis

Data was processed with the aid of Statistical Package for Social Sciences (SPSS), version 21, software. This software was used for data entry, processing, and output of information for statistical analysis. SPSS is a powerful tool capable of conducting any type of data entry, processing and analysis used in social sciences. This software was used because of its computational and analytical power. Microsoft Excel was also used to aid in

the analysis of the data. Questionnaires administered and collected were edited for consistency and necessary corrections were made. After collecting the data, it was thoroughly edited for consistency in the responses and thoroughly cleaned to make sure only valid and complete questionnaires were used for the analysis. Closed ended questions in the questionnaire were coded, entered and analysed using the above stated software. All open ended responses were compiled for the creation of coding manual using Microsoft Excel.

Descriptive statistics namely frequencies and percentages were used to explore the socio-demographic background of respondents and also used to present the results. Multiple regression was employed to test for relationship between satisfaction and objective, subjective and critical contact factors.

Chapter Summary

The chapter started with an introduction, the study area was explored and the study approach explicated. The target population and sampling were outlined while data collection instrument and data collection procedure were explained. Reliability, ethics, model specification, dependent variables, independent variables and data analysis were addressed.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This section of the thesis elaborates the results of the data analysis and provides discussions of the results on recruitment and satisfaction of employees of University of Cape Coast. It starts with biographic description of respondents and follows with the analysis and discussion of the results of the findings based on the research objective and hypotheses of the study. The chapter concluded with summary of key findings.

Biographic Description of Respondents

The biographic data of respondents is to help us understand the nature of respondents whose views were solicited for this study. Data on job title, gender, age and educational levels of respondents are summarized in Table 2 below.

Table 2: Biographic Distribution of Respondents

	Bio data	Frequency	Percent
Job title	Administrator	40	13.2
	Chief Administrative Assistant	41	13.5
	Principal Administrative Assistant	22	7.3
	Senior Administrative Assistant	79	26.1
	Administrative Assistant	89	29.4
	Senior Clerk	5	1.7
	Clerk	27	8.9
Gender	Male	124	40.9
	Female	179	59.1
Age	up to 20	4	1.3
	21 – 30	104	34.3
	31 – 40	80	26.4
	41 – 50	43	14.2
	51 and above	72	23.8
Educational level	Primary/JHS	18	5.9
	SHS/ Secondary	30	9.9
	Tertiary	255	84.2

Source: Field survey, Attor (2016)

Starting with the job title of respondents in Table 2, Administrative Assistants were the majority with eighty nine (89) staff, followed by Senior Administrative Assistants with seventy nine (79) staff. All the other job titles had a fair representation with Senior Clerks having the least, with five (5) staff. The study had 26.7% of the respondents at the top rank and 10.6% at the lower rank. This provides an indication that the responses used for this study provides a fair representation of the views of Junior and senior Administrative staff at all levels of their job, as far as, recruitment and satisfaction of employees at the university is concerned.

Also, from the sample in Table 2, there are slightly more female staff (59.1%) working at the administrative level in the university as compared to the male administrative staff (40.9%). Probably administrative work seems more favourable for females than their male counterparts. Over the years, administrative work has been a preserve of females in most institutions. The results to this effect do not come as a surprise.

In addition, the age distribution of the respondents in Table 2 indicates that 62% of the respondents were less than 40 years old and were described as youthful workers. Matured workers, who were between the ages of 41 and 51, constituted 14.2%, while older workers, who were 51 years and above, were 23.8%. This implies that the university has a lot of vibrant youthful staff at the administrative level, who are energetic enough to see to the smooth running of the university. There are also a substantial number of older workers to mentor and train the youthful workers to take up the mantle in future.

Finally, Table 2 also provides frequencies and percentages of the educational level of the respondents. 84.2% of the respondents have attained tertiary education and almost 10% have attained secondary education. Such a high level of educated staff provides a reliable sample with the necessary academic intellect to understand and provide relevant responses to this study. This is because a well-educated staff usually better understands an organisation's mission and vision and is able to assess his or her prior expectations with the realities on the ground. It must be noted that these highly educated staff may easily leave the organisation and obtain better jobs elsewhere when they feel dissatisfied as a result of unmet expectations.

The level of importance employees attached to job choice factors before accepting job offers in UCC

This section presents the results to achieve the first objective of this study: (To examine the level of importance Junior and Senior Administrative staff attached to job choice factors before accepting job offers in UCC). This is to help us understand the level of prominence employees attached to job choice factors before accepting job offers in the university. The results are presented in Table 3 below.

Table 3: The level of importance employees attached to job choice factors before accepting job offers in UCC

Job-Choice Factors	Not Stated F	Least Important f	Less Important f	Important f	More Important f	Most Important F
Pay	4	12	6	122	75	84
Location	4	26	69	88	79	37
Work schedule	4	13	20	104	91	71
Benefits package	4	14	23	85	114	63
Career Advancement	4	4	11	81	93	110
Person-organisation fit	4	6	19	161	82	31
Image of the University	4	13	16	99	84	87
Prompt feedback	4	20	28	142	88	21
Friendly interview	4	28	62	133	58	18
Job offer timing (quick)	4	24	68	102	80	25

Source: Field survey, Attor (2016)

f =Frequencies

Table 3 presents the response of staff on a five-point Likert scale. The group “not stated” pertains to respondents who failed to provide answers on that particular question. For each job choice factor, the frequencies were provided. Employees responded by indicating the level of importance they attached to the factors.

Starting with the highest level on the scale, (*most important*), the job choice factor that scored the highest frequency is career advancement. Most of the employees indicated that opportunity for career advancement at the university was the most important factor that influenced their decision to accept job offers. As many as one hundred and ten (110) of the employees claimed career advancement was the most important factor compared to the rest of the job choice factors. This implies that prospective applicants do not prefer stagnation, consequently, they investigate if an organisation has a career advancement policy that facilitates promotion from a lower rank to the top-most position in an organisation. Further, prospective applicants consider if the organisation’s career advancement policy permits opportunity for further studies or gaining professional experience in multiple fields and the like. University of Cape Coast, which is an academic institution, has created an enabling environment to meet the above and many other career advancement expectations of prospective applicants. So the result is not surprising.

The results in Table 3, revealed, further, that majority of the employees (one hundred and fourteen (114) attached *more importance* to benefits package. This shows that pension schemes, health and welfare plans, sick pay, company cars, rent allowances, and child education policy among others being provided by the University of Cape Coast were quite impressive.

Notwithstanding, majority of the employees (one hundred and sixty one (161) attached *importance* to person-organisation fit. This shows that prospective applicants make critical assessment about how they will be able to co-exist with the norms, values and culture of an organisation before they commit themselves. This is because prospective applicants, mostly, preferred jobs in organisations which displayed values similar to their own. Only few employees attached *less importance* to location and *least importance* to friendly interview.

Investigating the influence of job choice factors on employees satisfaction.

This section is to enable us achieve the second objective of the study which intends to investigate the influence of job choice factors on employees satisfaction. As a result a number of hypotheses were tested to know how job choice factors influence employees satisfaction.

Table 4: Objective Factors that Influence Employees Satisfaction

Predictor	Beta(β)	t-stats	Sig-Value
Constant		17.609	.000
Pay	.038	.556	.579
Location	.005	.101	.920
Work schedule	.132	1.953	.052
Benefits package	.163	2.224	.027
Career advancement	.249	3.975	.000
Person-organsiation fit	.081	1.497	.136

$R^2 = .107$; Adjusted $R^2 = .104$ $P \leq 0.05$

Source: Field survey, Attor (2016)

The results in Table 4 revealed that the Objective factors- Benefits Package ($\beta = .163$; Sig-value = .027) and Career Advancement ($\beta = .249$; Sig-value = .000) enhanced Satisfaction. The results showed further that four of

the Objective factors- Pay ($\beta = .038$; Sig-value = .579), Location ($\beta = .005$; Sig-value = .920), Work Schedule ($\beta = .132$; Sig-value = .052) and Person-organisation Fit ($\beta = .081$; Sig-value = .136) had their sig-values greater than the alpha (α) value of 0.05. Based on that, Hypothesis (H1) which read: Objective factors (Pay, Location, Work Schedule, Benefits Package, Career Advancement and Person-organisation Fit) enhance employees Satisfaction, was not supported.

This implies that an improvement on the two individual Objective factors (Benefits Package, and Career Advancement) by the University of Cape Coast will largely enhance employees Satisfaction. However, any effort to improve on the four individual Objective factors (Pay, Location, Work Schedule and Person-organisation Fit) will not have any effect on employees Satisfaction. In relation to the degree of influence, Career Advancement had the greatest influence on employees Satisfaction ($\beta = .249$).

These findings align with Artz, (2010), who found fringe benefits as a significant and positive determinants of satisfaction. The findings, further, support that of Career Innovation Group (CIPD, 2005) who found that employees are more likely to stay if offered the opportunity to develop. Therefore, the amount of career advancement opportunities received by employees is positively correlated to their stated intention to remain with their current employer (CIPD, 2005).

These findings are, however, contrary to Ali and Ahmed (2009), who found a statistically significant relationship between pay and satisfaction; Wright and Kim (2004), who discovered a positive but weak association between pay and satisfaction; Pereira, Philippe, and Koehler, (2010), who

found a positive relationship between location and employees satisfaction; Glass and Finley (2002), who found that work schedule has positive effects on organisational commitment, retention and satisfaction; Karakurum (2006), who discovered a strong positive relationship between person-organisation fit and satisfaction; Westerman and Cyr (2004), who found that values similarity (person-organisation fit) was a direct and significant predictor of satisfaction.

Table 5: Objective Factors that Influence Happiness

Predictor	Beta(β)	t-stats	Sig-Value
Constant		9.560	.000
Pay	.110	1.614	.108
Location	-.169	-3.250	.001
Work schedule	.138	2.074	.039
Benefits package	.262	3.633	.000
Career advancement	.141	2.289	.023
Person-organisation fit	-.027	-.505	.614
R ² = .276; Adjusted R ² = .261		P ≤ 0.05	
Source: Field survey, Attor (2016)			

The results in Table 5 showed that four of the Objective factors- Benefits Package ($\beta = .262$; Sig-value = .000), Location ($\beta = -.169$; Sig-value = .001), Work Schedule ($\beta = .138$; Sig-value = .039) and Career Advancement ($\beta = .141$; Sig-value = .023) enhanced Happiness. The results in Table 5 revealed further that two of the Objective factors- Pay ($\beta = .110$; Sig-value = .108) and Person-organisation Fit ($\beta = -.027$; Sig-value = .614) had their sig-values greater than the alpha (α) value of 0.05. Based on that, Hypothesis (H1a) which read: Objective factors (Pay, Location, Work Schedule, Benefits

Package, Career Advancement and Person-organisation Fit) enhance Happiness, was not supported.

This implies that an improvement on the four individual Objective factors (Location, Work Schedule, Benefits Package, and Career Advancement) by the University of Cape Coast will largely enhance employees Happiness. However, any effort to improve on the two individual Objective factors (Pay and Person-Organisation Fit) will not have any effect on employees Happiness. In relation to the degree of influence, Benefits Package had the greatest influence on Happiness ($\beta = .262$). These findings offer an innovational insight into employees satisfaction. This is because literature reviewed did not have such relations. The findings expand existing literature on recruitment and satisfaction of employees.

Table 6: Objective Factors that Influence Punctuality

Predictor	Beta(β)	t-stats	Sig-Value
Constant		11.958	.000
Pay	-.111	-1.481	.140
Location	.165	2.889	.004
Work schedule	.157	2.139	.033
Benefits package	.149	1.873	.062
Career advancement	.104	1.531	.127
Person-organisation fit	-.053	-.888	.375
$R^2 = .122$; Adjusted $R^2 = .104$		$P \leq 0.05$	
Source: Field survey, Attor (2016)			

From Table 6, two of the individual Objective factors- Location ($\beta = .165$; Sig-value = .004) and Work Schedule ($\beta = .157$; Sig-value = .033)

enhanced Punctuality. The results revealed further that four of the individual Objective factors- Pay ($\beta = -.111$; Sig-value = .140), Benefits package ($\beta = .149$; Sig-value = .062), Career Advancement ($\beta = .104$; Sig-value = .127) and Person-organisation Fit ($\beta = -.053$; Sig-value = .375) had their sig-values greater than the alpha (α) value of 0.05. Based on that, Hypothesis (H1b) which read: Objective factors (Pay, Location, Work Schedule, Benefits Package, Career Advancement and Person-organisation Fit) enhance Punctuality, was not supported.

This implies that an improvement on individual Objective factors (Location, and Work Schedule) will essentially enhance employees Punctuality. On the other hand, any attempt to improve the other four individual Objective factors (Pay, Benefits Package, Career Advancement and Person-organisation Fit) will not have any effect on employees Punctuality. In terms of the degree of influence, Location had the greatest influence on Punctuality ($\beta = .165$). These findings break new grounds because literature reviewed did not have such associations. The findings, therefore, add to the existing literature on recruitment and employees satisfaction.

Table 7: Objective Factors that Influence Quality of Work

Predictor	Beta(β)	t-stats	Sig-Value
Constant		12.543	.000
Pay	.086	1.158	.248
Location	.017	.303	.762
Work schedule	-.045	-.621	.535
Benefits package	-.110	-1.401	.162
Career advancement	.271	4.044	.000
Person-organisation fit	.271	4.662	.000
$R^2 = .149$; Adjusted $R^2 = .132$		$P \leq 0.05$	
Source: Field survey, Attor (2016).			

From Table 7, two of the individual Objective factors- Career Advancement ($\beta = .271$; Sig-value = .000) and Person-organisation Fit ($\beta = .271$; Sig-value = .000) enhanced Quality of work. Table 7, revealed further that the sig-values of four of the individual Objective factors - Pay ($\beta = .086$; Sig-value = .248), Location ($\beta = .017$; Sig-value = .762), Work Schedule ($\beta = -.045$; Sig-value = .535), and Benefits Package ($\beta = -1.110$; Sig-value = .162), were greater than the alpha (α) value of 0.05. Based on that, Hypothesis (H1c) which read: Objective factors (Pay, Location, Work Schedule, Benefits Package, Career Advancement and Person-organisation Fit) enhance Quality of Work, was not supported.

This implies that an improvement in the two individual Objective factors (Career Advancement and Person-organisation Fit) will substantially enhance Quality of work. On the other hand, any attempt to improve the other four individual Objective factors (Pay, Location, Work Schedule and Benefits

Package) will not have any bearing on Quality of work. In relation to the degree of influence, Person-organisation Fit had the greatest influence on Quality of work ($\beta = .271$). These findings break new grounds because literature reviewed did not have such associations. The findings, therefore, add to the existing literature on recruitment and employees satisfaction.

Table 8: Objective Factors that Influence Loyalty

Predictor	Beta(β)	t-stats	Sig-Value
Constant		4.984	.000
Pay	-.067	-.847	.398
Location	.051	.843	.400
Work schedule	-.116	-1.503	.134
Benefits package	.169	2.014	.045
Career advancement	-.125	-1.704	.090
Person-organisation fit	-.035	-.555	.579
$R^2 = .039$; Adjusted $R^2 = .018$			$P \leq 0.05$
Source: Field survey, Attor (2016).			

From Table 8, only one of the individual objective factors- Benefits Package ($\beta = .169$; Sig-value = .045), enhanced Loyalty. It is further revealed in Table 8 that the sig-values of five of the individual Objective factors - Pay ($\beta = -.067$; Sig-value = .398), Location ($\beta = .051$; Sig-value = .400), Work Schedule ($\beta = -.116$; Sig-value = .134), Career Advancement($\beta = -.125$; Sig-value = .090), and Person-organisation Fit ($\beta = -.035$; Sig-value = .579), were greater than the alpha (α) value of 0.05. Based on that, Hypothesis (H1d) which read: Objective factors (Pay, Location, Work Schedule, Benefits

Package, Career Advancement and Person-organisation Fit) enhance Loyalty, was not supported.

This implies that an improvement in the only individual Objective factor (Benefits Package) will substantially enhance Loyalty. However, further improvement on all the remaining five individual Objective factors (Pay, Location, Work Schedule, Career Advancement and Person-organisation Fit) will not have any impact on Loyalty. In terms of the degree of influence, Benefits Package had the greatest influence on Loyalty ($\beta = .169$). These findings offer a new insight into employees satisfaction, since literature reviewed did not have such relationships. The findings, therefore, add to the existing literature on recruitment and employees satisfaction.

Table 9: Subjective Factor that Influences Employees' Satisfaction

Predictor	Beta(β)	t-stats	Sig-Value
Constant		28.031	.000
Brand or image of the organization	.038	6.015	.000
$R^2 = .107$; Adjusted $R^2 = .104$ Source: Field survey, Attor (2016)			$P \leq 0.05$

The results in Table 9 indicated that Subjective factor- Brand or Image of the Organisation ($\beta = .038$; Sig-value = .000), enhanced employees satisfaction. Based on that, Hypothesis (H2), which read: Subjective factor (Brand or Image of the Organisation) enhances employees Satisfaction, was supported. This implies that an improvement in Subjective factor (Brand or Image of the Organisation) by the university will help to boost employees Satisfaction. Notwithstanding, improved Subjective factor could send strong positive signals to prospective applicants about the university. This finding

offers a novel insight into employees' satisfaction. This is because literature reviewed did not have such relationships.

Table 10: Subjective Factor that Influences Happiness

Predictor	Beta(β)	t-stats	Sig-Value
Constant		16.098	.000
Brand or image of the organization	.118	2.059	.002
$R^2 = .014$; Adjusted $R^2 = .011$ Source: Field survey, Attor (2016)			$P \leq 0.05$

The results in Table 10 illustrated that Subjective factor- Brand or Image of the Organisation ($\beta = .118$; Sig-value = .002), enhanced Happiness. Based on that, hypothesis (H2a) which read: Subjective factor (Brand or image of the organisation) enhances Happiness, was supported. This implies that an improvement on the image of the university will boost Happiness. This finding offers a new insight into employees' satisfaction, since literature reviewed did not have such relationships. The finding, therefore, add to existing literature on recruitment and employees satisfaction.

Table 11: Subjective Factor that Influences Punctuality

Predictor	Beta(β)	t-stats	Sig-Value
Constant		19.612	.000
Brand or image of the organization	.230	4.107	.000
$R^2 = .053$; Adjusted $R^2 = .050$ Source: Field survey, Attor (2016)			$P \leq 0.05$

The results in Table 11 illustrated that Subjective factor- Brand or Image of the Organisation ($\beta = .230$; Sig-value = .000), enhanced Punctuality. Based on that, Hypothesis (H2b) which read: Subjective factor (Brand or Image of the Organisation) enhances Punctuality, was supported. This implies that an improvement in the image of the university will boost Punctuality. This finding offers a new insight into employees' satisfaction, since literature reviewed did not have such associations. The finding, therefore, add to existing literature on recruitment and employees satisfaction.

Table 12: Subjective Factor that Influences Quality of Work

Predictor	Beta(β)	t-stats	Sig-Value
Constant		19.753	.000
Brand or image of the organization	.329	6.039	.000
$R^2 = .108$; Adjusted $R^2 = .105$			$P \leq 0.05$
Source: Field survey, Attor (2016)			

The results in Table 12 showed that Subjective factor- Brand or Image of the Organisation ($\beta = .329$; Sig-value = .000), enhanced Quality of Work. Therefore, Hypothesis (H2c) which read: Subjective factor (Brand or Image of the Organisation) enhances Quality of work, was supported. This implies that an improvement in the image of the university will intensify Quality of Work. In relation to the degree of influence, Brand or Image of the Organisation had the greatest influence on Quality of work ($\beta = .329$). These findings break new grounds since literature reviewed did not have such links. The findings, therefore, complements prevailing literature on recruitment and employees satisfaction.

Table 13: Subjective Factor that Influences Loyalty

Predictor	Beta(β)	t-stats	Sig-Value
Constant		2.318	.021
Brand or image of the organization	.181	3.122	.002
$R^2 = .033$; Adjusted $R^2 = .029$			$P \leq 0.05$
Source: Field survey, Attor (2016)			

From Table 13 the results showed that Subjective factor- Brand or Image of the Organisation ($\beta = .181$; Sig-value = .002), enhanced Loyalty. Consequently, Hypothesis (H2d) which read: Subjective factor (Brand or Image of the Organisation) enhances Loyalty, was supported. This indicates that an improvement in the image of the university will enhance employees' Loyalty. This finding breaks novel grounds, since literature reviewed did not have such associations. The finding, therefore, complements predominant literature on recruitment and employees satisfaction.

Table 14: Critical contact factor that Influences employees satisfaction

Predictor	Beta(β)	t-stats	Sig-Value
Constant		24.287	.000
Prompt feedback	.226	3.922	.000
Friendly interview	.166	2.709	.007
Quick job offer timing	.199	3.449	.001
$R^2 = .203$; Adjusted $R^2 = .195$			$P \leq 0.05$
Source: Field survey, Attor (2016).			

The results in Table 14 indicated that Critical Contact factor- Prompt Feedback ($\beta = .226$; Sig-value = .000), Friendly Interview ($\beta = .166$; Sig-value = .007) and Quick Job Offer Timing ($\beta = .199$; Sig-value = .001), which are

classified as Recruiter Behaviour, enhanced employees' satisfaction. Based on that, Hypothesis (H3), which read: Critical Contact factor (Recruiter Behaviour- Friendly Interview, Prompt Feedback and Quick Job Offer Timing) enhances employees Satisfaction was supported. This implies that an improvement in Critical Contact factor (Recruiter Behaviour- Friendly Interview, Prompt Feedback and Quick Job Offer Timing) by the university will help boost employees satisfaction. In terms of the degree of influence, it was revealed that Prompt Feedback had the greatest influence on employees' satisfaction.

All the same, an improved Critical Contact factor could send strong signals to prospective applicants about the compassionate approaches associated with job vacancies in the university. These findings break new grounds since literature reviewed did not have such associations.

Table 15: Critical Contact Factor that Influences Happiness

Predictor	Beta (β)	t-stats	Sig-Value
Constant		11.683	.000
Friendly interview	.069	1.121	.263
Prompt feedback	-.166	2.535	.012
Quick job offer timing	.156	2.530	.012
$R^2 = .094$; Adjusted $R^2 = .085$			$P \leq 0.05$
Source: Field survey, Attor (2016).			

The results in Table 15 showed that Critical Contact factor- Prompt Feedback ($\beta = -.166$; Sig-value = .012), and Quick Job Offer Timing ($\beta = .156$; Sig-value = .012), which are classified as Recruiter Behaviour, enhanced happiness. The results in Table 15 revealed further that Critical Contact factor-

Friendly Interview ($\beta = .069$; Sig-value = .263) which is classified as Recruiter Behaviour had a sig-value which is greater than the alpha (α) value of 0.05. Based on that, Hypothesis (H3a) which read: Critical contact factor (Recruiter Behaviour- Friendly Interview, Prompt Feedback and Quick Job Offer Timing) enhances Happiness, was not supported.

This implies that an improvement on Critical Contact factor (Recruiter Behaviour- Prompt Feedback and Quick Job Offer Timing) by the University of Cape Coast will essentially enhance employees Happiness. Conversely, attempt to improve on Critical Contact factor (Recruiter Behaviour- Friendly Interview) will not have any influence on employees Happiness. In terms of the degree of influence, Recruiter Behaviour- Prompt Feedback had the greatest influence on Happiness ($\beta = -.166$). These findings break new milestone, since literature reviewed did not have such associations. The findings expand existing literature on recruitment and satisfaction of employees.

Table 16: Critical Contact Factor that Influences Punctuality

Predictor	Beta (β)	t-stats	Sig-Value
Constant		18.186	.000
Friendly interview	.337	5.511	.000
Prompt feedback	-.044	-.674	.501
Quick job offer timing	.032	.528	.598

$R^2 = .108$; Adjusted $R^2 = .099$

$P \leq 0.05$

Source: Field survey, Attor (2016).

The results in Table 16 showed that Critical Contact factor- Friendly Interview ($\beta = .337$; Sig-value = .000), which is classified as Recruiter

Behaviour, enhanced Punctuality. The results revealed further that Critical Contact factor- Prompt Feedback ($\beta = -.044$; Sig-value = .501), and Quick Job Offer Timing ($\beta = .032$; Sig-value = .598) which are classified as Recruiter Behaviour had sig-values that are greater than the alpha (α) value of 0.05. Based on that, Hypothesis (H3b) which read: Critical Contact factor (Recruiter Behaviour- Friendly Interview, Prompt Feedback and Quick Job Offer Timing) enhances Punctuality, was not supported.

This shows that an improvement on Critical Contact factor(Recruiter Behaviour- Friendly Interview) will basically enhance employees Punctuality. On the contrary, effort to improve on Critical Contact factor (Recruiter Behaviour- Prompt Feedback and Quick Job Offer Timing) will not yield any effect on employees Punctuality. In relation to the degree of influence, Recruitor Behaviour-Friendly interview had the greatest influence on Punctuality ($\beta = .337$). These findings break new grounds, since literature reviewed did not have such relations. The findings expand existing literature on recruitment and satisfaction of employees.

Table 17: Critical Contact Factor that Influences Quality of Work

Predictor	Beta (β)	t-stats	Sig-Value
Constant		16.983	.000
Friendly interview	.039	.655	.513
Prompt feedback	-.225	3.571	.000
Quick job offer timing	.224	3.766	.000
$R^2 = .157$; Adjusted $R^2 = .149$			$P \leq 0.05$
Source: Fieldwork, Author, (2016).			

The results in Table 17 showed that Critical Contact factor- Prompt Feedback ($\beta = -.225$; Sig-value = .000), and Quick Job Offer Timing ($\beta = .224$; Sig-value = .000) which are classified as Recruiter Behaviour, enhanced Quality of Work. The results revealed further that Critical Contact factor- Friendly Interview ($\beta = .039$; Sig-value = .513), which is classified as Recruiter Behaviour had a sig-value that is greater than the alpha (α) value of 0.05. Based on that, Hypothesis (H3c) which read: Critical Contact factor (Recruiter Behaviour- Friendly Interview, Prompt Feedback and Quick Job Offer Timing) enhances Quality of Work, was not supported.

This shows that an improvement on Critical Contact factor (Recruiter Behaviour- Prompt Feedback and Quick Job Offer Timing) will really enhance Quality of Work. In contrast, effort to improve on Critical Contact factor (Recruiter Behaviour- Friendly Interview) will not yield any effect on Quality of Work. In terms of the degree of influence, Recruitor Behaviour- Prompt feedback had the greatest influence on Quality of Work ($\beta = -.225$). These findings offer a new insight into satisfaction of employees since literature reviewed did not have such relations. The findings add to the current literature on recruitment and satisfaction of employees.

Table 18: Critical Contact Factor that Influences Loyalty

Predictor	Beta (β)	t-stats	Sig-Value
Constant		5.499	.000
Friendly interview	.039	.018	.985
Prompt feedback	-.225	-2.902	.004
Quick job offer timing	.224	2.705	.007
R ² = .041; Adjusted R ² = .030 Source: Fieldwork, Author, (2016).			P ≤ 0.05

The results in Table 18 showed that Critical Contact factor- Prompt Feedback ($\beta = -.225$; Sig-value = .004), and Quick Job Offer Timing ($\beta = .224$; Sig-value = .007) which are classified as Recruiter Behaviour, enhance Loyalty. It was revealed further in table 18 that Critical Contact factor- Friendly Interview ($\beta = .039$; Sig-value = .985), which is classified as Recruiter Behaviour, had a sig-value that is greater than the alpha (α) value of 0.05. Based on that, Hypothesis (H3d) which read: Critical Contact factor (Recruiter Behaviour- Friendly Interview, Prompt Feedback and Quick Job Offer Timing) enhances Loyalty, was not supported.

This shows that an improvement on Critical Contact factor (Recruiter Behaviour- Prompt Feedback and Quick Job Offer Timing) will really enhance employees Loyalty. In contrast, effort to improve on Critical Contact factor (Recruiter Behaviour- Friendly Interview) will not yield any effect on Loyalty. In relation to the degree of influence, Recruitor Behaviour- Prompt feedback had the greatest influence on Loyalty ($\beta = -.225$). These finding break new grounds, since literature reviewed did not have such relationships. The findings add to current literature on recruitment and satisfaction of employees.

Summary of Key Findings

It was revealed that majority of the employees (110) attached *most importance* to career advancement before accepting job offers in UCC. Three main hypotheses were tested. The results for the first hypothesis revealed that two of the individual Objective Factors (Career Advancement and Benefits Package), influenced satisfaction significantly. Meanwhile, the remaining four individual Objective Factors had no bearing on employees satisfaction. Therefore, hypothesis H1 was not supported. The second hypothesis (H2) was supported since Subjective Factor (Brand or Image of the Organisation) influenced employees satisfaction significantly. The final hypotheses (H3) was also supported given that Critical Contact Factor which is classified as Recruiter Behaviour (Prompt Feedback, Friendly Interview and Quick Job-offer timing) influenced satisfaction significantly.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This is the fifth and final chapter of the study. It commences with the summary of the objectives, the methodology and techniques used for data analysis. A summary of the key findings are derived from the objectives of the study. Recommendations, which are based on the key findings, are made to the University of Cape Coast to guide them in their policy directions on recruitment and satisfaction of employees. The chapter concludes with suggestions for further research.

Summary of the Study

This study sought to investigate recruitment and satisfaction of non-academic staff of University of Cape Coast. Specifically, the study examined the level of importance employees (Junior and Senior Administrative staff) placed on job choice factors before accepting job offers in the university. It then investigated how job choice factors influenced employees satisfaction. Literature was extensively reviewed on recruitment, decisions of applicants during each stage of the recruitment process, theoretical review of job choice, and the concept of satisfaction.

A conceptual framework was developed and hypotheses were generated and tested eventually. The study employed a quantitative paradigm of research using correlational research design. The population for the research was Junior and Senior Administrative staff of University of Cape Coast. The study employed a census approach of sampling. Therefore, all the 437 Junior and Senior Administrative staff of UCC were selected. Data was

obtained mainly by the use of Questionnaires. IBM SPSS, version 21, was used to aid in the processing and analysis of the data.

Descriptive statistics namely frequencies and percentages were used to analyse the socio-demographic background of respondents. Multiple regression analysis was used to explore the relationships between the dependent and independent variables. The key findings of the study are summarised as follows: The first objective sought to examine the level of importance employees (Junior and Senior Administrative staff) attached to job choice factors before accepting job offers in UCC.

1. It was found that opportunity for Career Advancement was ranked as the *most important* job choice factor that influenced employees decision to accept job offers in the university.
2. This was followed by Benefits Package, which was considered by majority of the employees as a *more important* job choice factor that influenced their decision to accept job offers in the university.
3. Furthermore, majority of the employees attached *importance* to Person-organisation Fit. While very few employees attached *less importance* to Location and *least importance* to Friendly Interview.

The second objective sought to investigate the influence of job choice factors on employees satisfaction. The key findings are as follows:

Objective factors:

1. Objective factors (Pay, Location, Work Schedule, Benefits Package, Career Advancement and Person-organisation Fit)

- enhanced employees satisfaction ($F = 11.853$; and Sig-value = .000).
2. Objective factors- Benefits Package ($\beta = .262$; Sig-value = .000), Location ($\beta = -.169$; Sig-value = .001), Work Schedule ($\beta = .138$; Sig-value = .039) and Career Advancement ($\beta = .141$; Sig-value = .023) enhanced Happiness. However, Objective factors- Pay ($\beta = .110$; Sig-value = .108) and Person-organisation Fit ($\beta = -.027$; Sig-value = .614) did not have any influence on Happiness.
 3. Objective factors- Location ($\beta = .165$; Sig-value = .004) and Work Schedule ($\beta = .157$; Sig-value = .033) enhanced Punctuality. However, Objective factors- Pay ($\beta = -.111$; Sig-value = .140), Benefits package ($\beta = .149$; Sig-value = .062), Career Advancement ($\beta = .104$; Sig-value = .127) and Person-organisation Fit ($\beta = -.053$; Sig-value = .375) did not have any effect on Punctuality.
 4. Objective factors- Career Advancement ($\beta = .271$; Sig-value = .000) and Person-organisation Fit ($\beta = .271$; Sig-value = .000) enhanced Quality of Work. On the other hand, Objective factors - Pay ($\beta = .086$; Sig-value = .248), Location ($\beta = .017$; Sig-value = .762), Work Schedule ($\beta = -.045$; Sig-value = .535), and Benefits Package ($\beta = -.110$; Sig-value = .162) did not have any influence on Quality of Work.
 5. Objective factors- Benefits Package ($\beta = .169$; Sig-value = .045), enhanced Loyalty. On the other hand, five of the remaining Objective factors - Pay ($\beta = -.067$; Sig-value = .398), Location ($\beta =$

.051; Sig-value = .400), Work Schedule ($\beta = -.116$; Sig-value = .134), Career Advancement ($\beta = -.125$; Sig-value = .090), and Person-organisation Fit ($\beta = -.035$; Sig-value = .579), did not have any effect on Loyalty.

Subjective factor:

6. It was also discovered that Subjective factor (Brand or Image of the Organisation) enhanced employees satisfaction ($F = 36.185$; and Sig-value = .000).
7. Subjective factor- Brand or Image of the Organisation ($\beta = .118$; Sig-value = .002), enhanced Happiness.
8. Subjective factor- Brand or Image of the Organisation ($\beta = .230$; Sig-value = .000) enhanced Punctuality
9. Subjective factor- Brand or Image of the Organisation ($\beta = .329$; Sig-value = .000) enhanced Quality of work.
10. Subjective factor-Brand or Image of the Organisation ($\beta = .118$; Sig-value = .002) enhanced Loyalty

Critical Contact factor:

11. Critical Contact factor (Recruiter Behaviour- Friendly Interview, Prompt Feedback and Quick Job Offer Timing) enhanced employees Satisfaction ($F = 25.035$; Sig-value = .000).
12. Critical Contact factor- Prompt Feedback ($\beta = -.166$; Sig-value = .012), and Quick Job Offer Timing ($\beta = .156$; Sig-value = .012), which are classified as Recruiter Behaviour, enhanced Happiness. Conversely, Critical Contact factor- Friendly Interview ($\beta = .069$;

Sig-value = .263) which is classified as Recruiter Behaviour did not have any influence on Happiness.

13. Critical Contact factor- Friendly Interview ($\beta = .337$; Sig-value = .000), which is classified as Recruiter Behaviour, enhanced Punctuality. On the contrary, Critical Contact factor- Prompt Feedback ($\beta = -.044$; Sig-value = .501), and Quick Job Offer Timing ($\beta = .032$; Sig-value = .598) which are classified as Recruiter Behaviour did not have any effect on Punctuality.

14. Critical Contact factor- Prompt Feedback ($\beta = -.225$; Sig-value = .000), and Quick Job Offer Timing ($\beta = .224$; Sig-value = .000) which are classified as Recruiter Behaviour, enhanced Quality of Work. However, Critical Contact factor- Friendly Interview ($\beta = .039$; Sig-value = .513), which is classified as Recruiter Behaviour had no influence on Quality of Work.

15. Critical Contact factor- Prompt Feedback ($\beta = -.225$; Sig-value = .004), and Quick Job Offer Timing ($\beta = .224$; Sig-value = .007) which are classified as Recruiter Behaviour, enhanced Loyalty. However, Critical Contact factor-Friendly Interview ($\beta = .039$; Sig-value = .985), which is classified as Recruiter Behaviour, had no effect on Loyalty.

Career Advancement had the greatest influence on employees Satisfaction ($\beta = .249$). Prompt Feedback had the greatest influence on employees' satisfaction.

In terms of the degree of influence the Objective factors had on satisfaction, Career Advancement had the greatest influence on employees

Satisfaction. For the individual objective factors, Benefits Package had the greatest influence on Happiness. Location then had the utmost influence on Punctuality, whereas, Quality of Work was largely influenced by Career Advancement. Finally, Benefits Package greatly influenced Loyalty.

For the degree of influence of the Subjective factor (Brand or Image of the Organisation) on the four satisfaction variables, it was revealed that, Brand or Image of the Organisation had the greatest influence on Quality of work.

For the degree of influence the Critical Contact factor had on satisfaction, (Recruitor Behaviour-Prompt Feedback had the greatest influence on employees' satisfaction. Also,(Recruitor Behaviour- Prompt Feedback) had the greatest impact on Happiness. Likewise, (Recruitor Behaviour- Friendly Interview) had the greatest influence on Punctuality. Furthermore, (Recruitor Behaviour- Prompt Feedback) had the greatest influence on Quality of Work. Finally, while (Recruitor Behaviour- Prompt Feedback) had the greatest influence on Loyalty.

Conclusions

For the first objective of the study, Career Advancement was ranked as the *most important* factor employees considered before accepting job offers while Friendly Interview was ranked as the *least important* factor that influenced job choice decisions of employees.

For the second objective, it was only the Subjective factor (Brand or Image of the Organisation) that was able to influence all the satisfaction variables (Happiness, Punctuality, Quality of Work and Loyalty) significantly. This was not the case for the Objective factors (Pay, Location, Work Schedule, Career Advancement and Person-organisation Fit) and the Critical

Contact factor (Recruiter Behaviour- Friendly Interview, Prompt Feedback and Quick Job Offer Timing), because while some of these individual factors had significant influence on the satisfaction variables (Happiness, Punctuality, Quality of Work and Loyalty) others did not have any effect on satisfaction.

Recommendations

The following recommendations are proposed to the management of University of Cape Coast based on the findings of the study:

1. Since employees ranked Career Advancement as the *most important* factor they considered before accepting job offers. Then management of the University should do critical evaluation of the career advancement policy and make further improvements on it so that it will continue to assist in attracting quality workforce.
2. Management should also revitalise its benefits package policy to help in attraction and satisfaction of employees, since it is currently ranked as a *more important* factor for job choice decisions.
3. It was revealed that objective, subjective and critical contact factors enhanced employees' satisfaction. Therefore, policies that have the potential of affecting these factors must be critically thought through by the university's council before implementation.
4. Management of the university should pay excessive attention to the following factors: Benefits Package, Location, Career Advancement, Brand or Image of the Organisation, Recruitor

Behaviour- Prompt Feedback and Friendly Interview, since they had the greatest influence on employees' satisfaction.

5. The Division of Human Resource should be prompt and humane in dealing with prospective applicants during job openings in the university. Since that will leave a lasting impression in the applicants, and help influence their job offer acceptance decisions and satisfaction positively.

Suggestions for Further Studies

Further research can explore the effect of objective, subjective and critical contact factors on other job outcomes like organisational commitment, performance and retention. Also further research can employ time series or panel analysis to see whether the effect of objective, subjective and critical contact factors on employee satisfaction changes over time.

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APPENDICES
APPENDIX A
QUESTIONNAIRE
UNIVERSITY OF CAPE COAST
COLLEGE OF HUMANITIES AND LEGAL STUDIES
SCHOOL OF BUSINESS
RECRUITMENT AND SATISFACTION OF EMPLOYEES OF
UNIVERSITY OF CAPE COAST
QUESTIONNAIRE FOR UCC ADMINISTRATIVE STAFF

Dear Sir/Madam,

I am a postgraduate student of the University of Cape Coast, School of Business, currently pursuing a Master's Degree in Human Resource Management.

This questionnaire is designed to help gather relevant information to aid the study of the **recruitment and satisfaction of employees (administrative staff) of UCC**. I would be grateful if you could do me a favour by completing this questionnaire. The findings of this research are solely for academic purposes. Your anonymity and confidentiality are fully assured. Thank you for your time and cooperation.

Instructions: please tick where appropriate [✓] or write where applicable. Where additional information is required, kindly supply it in the space provided.

SECTION A: SOCIO-DEMOGRAPHIC BACKGROUND

1. What is your job title in UCC?

2. Sex: a) Male b) Female

3. Age

a) Up to 20

b) 21-30

c) 31-40

d) 41-50

e) 51 and above

4. Educational attainment:

a) Primary/ JHS

b) High school/ Secondary/Commercial

c) Tertiary

d) Others, (please specify)

SECTION B: JOB CHOICE

5. Please rank the level of *importance* you attached to the following factors *before* you accepted to work with the University of Cape Coast on the scale of 1-5.

Key: 1= Least important

2= Less important

3= Important

4= More important

5= Most important

Factors	1	2	3	4	5
Pay					
Location					
Work schedule					
Benefits packages					
Career advancement					
Person-organisation fit					
Image of the University					
Prompt feedback					
Friendly interview					
Job offer timing (quick)					

6. Please rank your level of *satisfaction* with the factors below *after* you accepted to work with the University of Cape Coast on the scale of 1-5.

Key: 1= Least satisfied

2= Less satisfied

3= Satisfied

4= More satisfied

5= Most satisfied

Factors	1	2	3	4	5
Pay					
Location					
work schedule					
Benefits packages					
Career advancement					
Person-organisation fit					
Image of the University					
Prompt feedback					
Friendly interview					
Job offer timing (quick)					

SECTION C: SATISFACTION

7. Please rank your level of happiness on your job in UCC on a scale of 1-5.

Key: 1= Least happy

2= Less happy

3= Happy

4=Happier

5= Happiest

	1	2	3	4	5
Happiness					

8. Please rank your level of punctuality (reporting to work at 8 am and working up to 4:30 pm every working day) in UCC on a scale of 1-5.

Key: 1=Least punctual

2=Less punctual

3= Punctual

4= More punctual

5= Most punctual

	1	2	3	4	5
Punctuality					

9. When were you employed in UCC? Please specify the year.....

10. Please rank the level of quality of your work (less error) in UCC on a scale of 1-5.

Key:

1=Least quality

2=Less quality

3= Quality

4=More quality

5=Most quality

	1	2	3	4	5
Quality of work					

APPENDIX B

RELIABILITY TEST

Reliability Statistics

Cronbach's Alpha	Number of Items
.892	23