

UNIVERSITY OF CAPE COAST

**EFFECTS OF STRATEGIC RECRUITMENTS AND SELECTION  
PROCESS ON COMPANIES PERFORMANCE: A CASE STUDY OF  
CERTIFIED TECHNOLOGY SERVICE LIMITED (CTSL) OF  
TAKORADI**

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**2020**

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PROCESS ON COMPANIES PERFORMANCE: A CASE STUDY OF  
CERTIFIED TECHNOLOGY SERVICE LIMITED (CTSL) OF TAKORADI

BY

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Distance Education, University of Cape Coast, in partial fulfilment of the  
requirement for the award of a Master of Business Administration Degree in  
Human Resource Management

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## DECLARATION

### Candidate's Declaration

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

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

Name: Samuel Kojo Blankson

### Supervisor's Declaration

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

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

Name: Dr. (Mrs.) Abigail Opoku Mensah

## ABSTRACT

All companies have to be concerned with the issue of making sure that the best and most effect people are employed. This is something that a lot of organisations struggle with and find challenging. In recent times we have seen significant changes in both business and social environment, and those changes have caused organisations to reconsider the implementation of their Human Resource Management policies and practices. Selecting individuals that have good technical skills is no longer enough to ensure that there will be effective job performance. The study investigated the effects of strategic recruitment and selection process on the performance of an organization using Certified Technology Service Limited of Takoradi as a case. The study examined the strategic recruitment and selection process on the company in the real sector using descriptive survey research design. The data was collected and analysed using both quantitative and qualitative data analysis methods. Quantitative methods involve both descriptive and inferential analysis. The data was collected using a questionnaire. The analyses of responses obtained through a questionnaire that was administered to randomly selected respondents revealed that recruitment and selection criteria have significant effects on organizations performance. It is recommended that recruitment and selection is of great importance to every organization and therefore Human Resource Department must give fair treatment to applicants, issues of favouritism must be avoided while giving the chance to all.

**KEY WORDS**

Certified Technology Services Limited

Performance

Strategic Recruitment and Selection

Takoradi

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## DEDICATION

To my wife, Adjoa, and children, Samuel, Dorcas and Eugene.

## TABLE OF CONTENTS

	Page
DECLARATION	ii
ABSTRACT	iii
KEY WORDS	iv
ACKNOWLEDGEMENTS	v
DEDICATION	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	xi
LIST OF FIGURES	xii
CHAPTER ONE: INTRODUCTION	
Background to the Study	1
Statement of the Problem	4
Objectives of the Study	6
Research Questions	6
Significance of the Study	7
Delimitation of the Study	7
Limitations of the Study	8
Organization of the Study	8
Chapter Summary	9
CHAPTER TWO: LITERATURE REVIEW	
Introduction	10
Theoretical Framework	10
Overview of Recruitment and Selection	12
Empirical Review	18



Recruitment and Selection Quality and Organizational Performance	18
Strategic Recruitment, Selection Criteria and Organizational Performance	24
The Process of Recruitment	26
The Selection Decision	30
Recruiting Sources/Methods	32
Challenges of Recruitment and Selection	37
The Changing Context of Recruitment and Selection Decisions	41
Human Resource Development	45
Chapter Summary	48
<b>CHAPTER THREE: RESEARCH METHODS</b>	
Introduction	49
Research Design	49
Population	50
Sample and Sampling Techniques	51
Instrument for Data Collection	51
Administration of Instruments	52
Sources of Data	52
Primary Sources	52
Secondary Sources	53
Validity and Reliability of Instrument	53
Data Analysis	53
Chapter Summary	54
<b>CHAPTER FOUR: RESULTS AND DISCUSSION</b>	
Introduction	55
Demographic Data	55

Professional Qualification of Respondents	56
Number of Years Spent at CTSL	56
Formal Policy for Recruitment and Selection of Employees	57
Outline of Job Analysis	58
Recruiting Agencies	59
Methods of Recruitment by CTSL	60
Challenges of Recruitment and Selection Practices at CTSL	64
Factors to Help Improve Recruitment and Selection Practices at CTSL	65
Staff of Departments	66
Formal Policy for Recruitment and Selection	67
Effectiveness of Recruitment and Selection Practices of the Company	67
How Respondents were Selected and Employed	69
Recruitment and selection Practices and Performance	70
Improving Recruitment and Selection Practices at CTSL	72
Statistical Test of Hypothesis	73
Summary of Findings	74
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS	
Introduction	76
Key Findings	76
Recruitment and Selection Practices of CTSL	76
Effectiveness of Recruitment and Selection Practices of CTSL	77
Recruitment and selection practices and performance	77
Challenges Associated with Recruitment and Selection Practices of CTSL	78
Ways to Improve Recruitment and Selection Practices at CTSL	79

Conclusions	80
Recommendations	80
REFERENCES	82
APPENDICES	93

## LIST OF TABLES

	Page
1 Gender Distribution	55
2 T-test Result on the relationship between the use of company's recruitment and selection methods (use of Employee referral recruitment method) and employees' commitment.	73
3 T-test Result on relationship between the company's recruitment and selection method (use of employment agency) and the company's productivity.	74

## LIST OF FIGURES

	Page
1 Professional Qualification	56
2 Number of Years Spent at Certified Technology Service Limited	57
3 Outline of Job Analysis	59
4 Methods of Recruitment by CTSL	61
5 Selection Practices of CTSL	62
6 Factors Considered before Recruitment	63
7 Challenges of Recruiting and Selection Practices at CTSL	65
8 Factors to Improve Recruitment and Selection Practices at CTSL	66
9 Effectiveness of Recruitment and Selection Practices of CTSL	68
10 Methods used in Recruiting and Selection	69
11 How Respondents were Selected and Employed	70
12 Impact of Recruitment and Selection Practices on Employees Performance	71
13 Improving Recruitment and Selection Practices at CTSL	73

## CHAPTER ONE

### INTRODUCTION

The chapter present the background to the study, the statement of the problem, objectives of the study, research questions, significance of the study, delimitations of the study, limitations of the study and organisations of the dissertation.

#### **Background to the Study**

Since World War II and the growth of modern management science, solid business planning has become the key differentiator enabling competitive success. It seems unnecessary to point out that planning for a businesses' most critical resource is essential. As we move through the 21<sup>st</sup> century where a globalized workforce is the basis of competition, we find that the principles of human resource planning and development are of prime importance. The success of a business or an organization is directly linked to the performance of those who work for that business. Underachievement can be a result of workplace failures. Because hiring the wrong people or failing to anticipate fluctuations in hiring needs can be costly, it is important that conscious efforts are put into human resource planning (Biles & Holmberg, 1980).

People are individuals who bring their own perspectives, values and attribute to organizational life, and when managed effectively, these human traits can bring considerable benefits to organizations. One of the most significant developments in the field of organization in recent times is the increasing importance given to human resources. More and more attention is being paid to motivational aspects of human personality, particularly the need for self-esteem, group belonging, and self-actualization. This new awakening of

humanism and humanization all over the world has in fact enlarged the scope of applying principles of human resource management in organizations. The development of people, their competencies, and the process development of the total organization are the main concerns of human resource management (Mullins, 1999). Recruitment and selection is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications (Walker, 1990). Thus, recruitment is the process of identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment. Selection then begins when the right calibre of candidates is identified. Selection is thus the process through which organizations make decisions about who will or will not be allowed to join the organization. The selection process varies from organization to organization, job to job, and country to country. Some of the processes include screening applications and resumes, testing and reviewing work samples, interviewing, checking references and background. Organizations use these processes to increase the likelihood of hiring individuals who possess the right skills and abilities to be successful at their jobs (Walker, 2009).

Following the initial selection of incumbents, they are likely to again be chosen to develop their further interest in the organization and later to encourage them to apply for other jobs. Using appropriate techniques, the suitable candidates are thus, able to be recruited and selected during their career development. It has been argued that in order for the firm to build and sustain the competitive advantage, proper staffing is critical Recruitment and selection is a major HRM function as it encompasses all organizational practices and decisions. Recent technological advances, globalization, social trends and

changes within organizations have brought new challenges for recruitment and selection (Hax, 2001) According to Dessler (2003), there has been a significant amount of research examining what skills and qualities employers' value most in job applicants. Qualifications, work experience and communication or interpersonal skills are the most frequently identified qualities. Work experience and qualifications are measures of competence in relation to an applicant's technical skills, whereas the concept of communication skills appears to be a generic term incorporating many different specific skills. Indeed, communication in the workplace encompasses team skills; challenges for recruitment and selection (Hax, 2001) According to Dessler (2003), there has been a significant amount of research examining what skills and qualities employers' value most in job applicants. Qualifications, work experience and communication or interpersonal skills are the most frequently identified qualities. Work experience and qualifications are measures of competence in relation to an applicant's technical skills, whereas the concept of communication skills appears to be a generic term incorporating many different specific skills. Indeed, communication in the workplace encompasses team skills; the quality essential for continued success in this competitive global village of today. The only means of achieving this success is through proper recruitment and selection practices.

Recruitment and selection process is vitally important to any organization desirous of attracting and appointing qualified personnel. Getting the right people in the right place at the time doing the right job is an essential element of recruitment and selection process in organizations. In order for the process to meet desired goals, it must be valid and measurable, with minimum



adverse impact. The challenge for many researchers then have been to demonstrate how scientifically derived recruitment and selecting practices add value to organization's performance.

People are vital to organizations as they offer perspectives, values and attributes to organizational, and when managed effectively, these human traits can be of considerable benefits to the organization. As revealed in Djabatey (2012), this scenario leads to the increasing attention being paid to the people aspect of organizational wealth.

Recruitment and selecting staff are expensive both in terms of time and money, and it is therefore important that the process is carried out smoothly and efficiently and results in the appointment of a person who fits the job. Organizations exist not because of their desire to be benevolent but to also make profit. Though their initial concern may be that of image building and winning the goodwill of the public, but the ultimate goal is the achievement of the organizational goals. This means that there is the need to plan strategically to cater for the short, medium- and long-term growth of the organization.

### **Statement of the Problem**

The success of organizations in this modern business environment depends on the calibre of the human resource that steers the day to day affairs of the organizations. The process of recruiting and selecting all categories of employees into both private and public companies has been a matter of concern to many human resource departments and needs attention. Even though it is the wish of every organization to attract the best human resource in order to channel their collective effort into excellent performances. Managing people is a definite challenge both at strategic or even organizational levels. Thus, human resources

are well managed and developed in alignment with the organizational goals and strategies.

As Robbins (2005) observed, organizations human resource policies and practices represents important forces for shaping employee behaviour and attitudes. This is clear that for organization to achieve its stated objectives and goals there is the need for management to put in place policies or strategies that will help attract the best of employees to strive towards the achievement of organizational objectives. Recently, the consulting company Watson Wyatt Worldwide, published the results of a study that present online recruiters with both an opportunity and a challenge. The study examined the human resource function at 405 companies to determine which area had the greatest impact on organizations market value. The recruiting function not only came out on top by a wide margin, but Watson Wyatt estimated that a high-quality recruiting capability will actually increase an organization's value in the market by over 10%- an impressive contribution in anybody's book. Poor performance by employees is a major challenge facing most organizations especially the output of employees of Certified Technology Service Limited (CTSL). This challenge is a prime concern to management of CTSL as it affects productivity and the development of the company. Importantly, some of the employees who are not able to improve and adjust to their new working environment resign leading to employee turnover and this affects the organization in terms of cost and productivity. The study identified and assessed the effectiveness of the strategic recruitment and selection practices and its impact on CTSL company performance.

## **Objectives of the Study**

The objectives of the study are:

1. To identify the strategic recruitment and selection practices of CTSL, Takoradi
2. To examine how recruitment and selection practices affect the performance or development of CTSL, Takoradi
3. To assess the challenges associated with the recruitment and selection practices of CTSL, Takoradi
4. To identify factors that will improve recruitment and selection practices at CTSL, Takoradi.
5. To examine the effects of recruitment and selection process on employees performance.

## **Research Questions**

The research questions which serve as a guide to the study are:

1. What are the recruitment and selection practices of CTSL?
2. What are the effects of the recruitment and selection practices of CTSL?
3. How do recruitment and selection practices affect the performance and development of CTSL?
4. What are the challenges associated with the recruitment and selection practices of CTSL?
5. What are the ways to help improve recruitment and selection processes?

The following hypotheses were formulated for testing:

1. H01: there is no significant relationship between CTSL recruitment and selection processes and company performance

2. H02 there is significant relationship between CTSL recruitment and selection processes and company performance

### **Significance of the Study**

A study of this nature will help CTSL and other companies to adopt measures in the context of human resource planning and development in relation to recruitment and selection.

The study is very significant because it will add to the existing literature or the research has added to the stock of books and works already written on human resource planning and development. Also, it will afford the CTSL and other institutions the opportunity to identify the benefits of human resource and challenges facing their members and find lasting solutions to them.

It will also be beneficial to the academic community and decision makers who deal directly with the Information and Communication sector and to make meaningful proposals and suggestion to improve the sector in Ghana. Also, the study is important because it reveals the importance of the IT sector to the socio-economic development of Ghana. These include offering employment to many people.

Furthermore, the study will serve as a spring board to those who want to delve much into human resource planning and development. Finally, this will give fore knowledge to management of CTSL before embarking on human resource planning and development.

### **Delimitation of the Study**

First delimitation of the study is the population and sample size to be used in the study. The population and sample size of the study is fifty employees

and so will give a microscopic result. The population and sample size also make it difficult to generalize the results to a larger population.

Another delimitation of this study is the setting of this study. Since the setting was Certified Technology Services Limited of Takoradi, the results of the findings cannot be generalised. Each setting has peculiar features which may not be the same in other settings. Because of this the findings of this study is limited.

Finally, the subject matter of this study is also delimitation. The study seeks to apply strategic recruiting and selection process in assessing the company performance. In view of this the study should be seen as such as it is meant for business purpose only.

### **Limitations of the Study**

A study of this nature should be carried out on a wider scale to include other IT businesses such as Comsys, GC Net, Zentech IT Solution and Global Information Technology Solution but due to certain limitations beyond the researcher's control it will be limited to only one, Certified Technology Services Limited, Takoradi. Among these limitations are time constraints, financial challenges in terms of secretarial works and transportation, and health issues. In spite of these challenges, the results of this study will hold valid.

### **Organization of the Study**

The study consists of five chapters. The first chapter consists of the background to the study, statement of the problem, Scope of the study, Objective of the study, Research questions and hypothesis, significance of the study and lastly the organization of the study. Chapter two deals with literature

reviews of concepts relevant to the study. In chapter three, the methodology adopted to conduct the research is stated. This chapter deals with issues such as the research design, instrument and data collection tools and data analysis. Chapter four deals with presentation of demographical data of respondents, results and discussion. The last chapter indicates the conclusion and recommendations from the study as well as suggestion for further studies.

### **Chapter Summary**

The chapter covered the introduction to the study, background to the study, statement of the problem, the objectives of the study, research questions and significance of the study. It also discusses delimitations of the study, limitations and organization of the study.

## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

This chapter reviews critically employee recruitment and selection in organisations and from the perspective of human resource management. The review includes theoretical review and empirical review. The development of a conceptual framework is also included.

#### Theoretical Framework

This study rests on Human Capital Theory, Resource Based View Theory and Equity Theory. Human Capital theory as proposed by Adam Smith (1723-1790) in Teixeira (2002) has the central idea that people are fixed capitals just like machine because they have skills and useful abilities that has genuine cost and yields profits. The premise in the human capital theory, according to Armstrong (2006) is that people acquire knowledge and skills which individuals use to create, maintain and use. To deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and also constituting a significant source of competitive advantage.

Resource Based View (RBV) of Barney (1991) suggests that sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated or substituted by rivals. According to the Resource-Based view, firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage (Barney, 2001) and when this is not the case, firms should make-up for the shortfall by employing appropriate recruitment and

selection criteria. The theory maintained that the major part of any firm's strength or weakness stem from the calibre of the people employed and the quality of their working relationships. To this end, Boxall (1998) revealed that firms which recruit and retain exceptional individuals have the capability of generating human capital advantage. According to Sparrow, Pawan, Budhwar and Paul (2002), technology and capital can be acquired by most firms any time, for a price, but it is not easy to acquire a ready pool of highly qualified and motivated employees. Thus, in order to be differentiated, the companies need to be very careful with the recruitment and selection process.

Equity Theory as proposed by Adams (1963), underlines the principle of fairness. According to the principles of the Equity Theory, the best recruitment and selection criteria in the organization is that which portrays the firm as Equal Opportunity Employer Finding competent workers is an important organizational challenge (McEvoy, 1984; Deshpande & Golhar, 1994; Atkinson & Storey, 1994), with the difficulty centering on recruiting and selecting employees with the correct qualifications to help achieve goals (Priyanath, 2006). As further argued in Priyanath (2006) this problem is compounded by the lack of systematic method for recruiting and selecting employees. A systematic recruitment process according to Gamage (2014) involves identifying vacancies, job analysis, job description, person specification and advertising. As against informal process for recruiting and selecting employees, a systematic selection process involves the recruiting process, gathering information about qualified applicants, evaluating the qualification of each applicant and making decisions about employment (Gamage, 2014).



## **Overview of Recruitment and Selection**

According to Costello (2006) recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short-and long-term interests. In other words, the recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies. Successful recruitment begins with proper employment planning and forecasting. In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on an analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expanded to attract and retain such talent.

Also related to the success of a recruitment process are the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources. Organizations seeking recruits for base-level entry positions often require minimum qualifications and experiences. These applicants are usually recent high school or University/Technical College graduates many of whom have not yet made clear decisions about future careers or are contemplating engaging in advanced academic activity. At the middle levels, senior administrative, technical and junior executive positions are often filled internally. The push for scarce, high-quality talent, often recruited from external sources, has usually been at the senior executive levels. Most organizations utilize both mechanisms to effect recruitment to all levels. The focus of recruitment and selection according to Montgomery (1996) is on matching the capabilities and inclinations of

prospective candidates against the demands and rewards inherent in a given job. Jovanovic (2004) said recruitment is a process of attracting a pool of high-quality applicants so as to select the best among them. For this reason, top performing companies devoted considerable resources and energy to creating high quality selection systems.

Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success Jovanovic (2004). Due to the fact that organizations are always fortified by information technology to be more competitive, it is natural to also consider utilizing this technology to re-organize the traditional recruitment and selection process through proper decision techniques, with that both the effectiveness and the efficiency of the processes can be increased and the quality of the recruitment and selection decision improved.

A human resource information system is a system exploited to acquire, store, manipulate, analyse, retrieve, and distribute relevant information regarding an organization's human resources (Huselid, 1995). The purpose of the system is to support human resource services from the strategic level down to the tactical and operational levels. Many decision- making problems, including recruitment and selection, are herein involved. The system facilitates automated or computerized procedures to solve the problems, and is of vital importance as an aggressive tool in the information age.

Researchers indicate that effective recruitment practices and policies enable boards to find the best candidate for their organization. The personnel function becomes especially important when recruiting and selecting new administrators. A critical role for human resource management is how to elicit

positive reactions from candidates when discussing administrative roles. When opportunities are presented to employees to move towards careers in administration (i.e., tapping shoulders of potential candidates), often a negative reaction occurs. People without administrative experiences have negative perceptions and views of the role of the administrator. In attempts to attract and support individuals to the administrator's position it is necessary to identify what barriers prevent potential candidates from applying to the pool. Job complexity and workload are perceived by employees as the two considerations having had the greatest impact on the number of applicants for administrative positions. Other factors include poor remuneration as it relates to demands and expectations of the job and lack of resources and support structures in. Many highly qualified, competent, and talented employees dismiss careers in administration because they do not want to sit in an office all day. Until some alternative image is understood, or at least some support and resources put in place, a problem of pre- screening and identification will not likely improve (Mullins, 1999).

Cloete (2007) stated that recruitment is all about making sure the qualified people are available to meet the job needs of the government. Ineffective recruitment prevents any chance for effective candidate selection because when recruitment falls short, selection must proceed with a pool of poorly qualified candidates. He further opined that the task of recruitment is to generate a sufficient pool of applicants to ensure that there are enough people available with necessary skills and requirements to fill positions.

Leopold (2002) defined recruiting as a “positive process of generating a pool of candidates by reaching the „right“ audience, suitable to fill the vacancy”, he further stated that once these candidates are identified, the process of selecting appropriate employees for employment can begin through the means of collecting, measuring, and evaluating information about candidates” qualifications for specified vacant positions.

Sangeetha (2010) opined that recruitment process involves the sourcing, advertising and interviewing of future employees, however the selection process entails the staffing and training of new employees on the role of their new job. Organization needs careful time and consideration to sustain competitive advantage in developing strategy on recruitment and selection process. Decisions made in the recruitment and selection process or stage will impact on the company in the future. Bad decisions made in the selection process can create serious costs for an organization vice versa.

Purcell and Wright (2007), in their study highlighted five different questions an organization has to answer to have an effective recruitment strategy to ensure survival and success. The questions are “Whom to recruit?”, “Where to recruit?”, “What recruitment sources to use?”, “When to recruit?” and “What message to communicate?” the above question is patient to get appropriate answer before establishing recruitment strategy.

Selection is the second step in the process of man power planning and acquisition. It is the process of choosing the appropriate candidate that matches the job requirements in the organization. Selection process in large organizations may be lengthy and will be wider for manufacturing organizations and differs from one industry to other depending on the task and competitiveness of the

industry. The end result of every selection process is divided into two classes as selected and not selected while the selected will move ahead for placement the later will be rejected.

Neeraj (2012) defined selection as the process of picking individuals who have relevant qualifications to fill jobs in an organization. It is much more than just choosing the best candidate. “It is an attempt to strike a happy balance between what the applicant can and wants to do and what the organization requires”. Selecting the right employees is important for three main reasons: performance, costs and legal obligations (Neeraj 2012). The essentials and Prerequisites for Selection include picking individuals possessing relevant qualifications, matching job requirements with the profile of the candidates, using a multiple tools and techniques to find the most suitable candidate who is the most suitable of achieving success on the job.

Recruitment and selection are vital functions of human resource management for any type of business organization. These are terms that refer to the process of attracting and choosing candidates for employment. The quality of the human resource the firm has heavily depends on the effectiveness of these two functions (Gamage, 2014). Recruiting and selecting the wrong candidates who are not capable come with a huge negative cost which businesses cannot afford. Thus, the overall aim of recruitment and selection within the organization is to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organization, at minimal cost (Ofori & Aryeetey, 2011).

As explained by Opatha (2010) recruitment is the process of finding and attracting suitably qualified people to apply for job vacancies in the organization. It is a set of activities an organization uses to attract job candidates who have the needed abilities and attitudes. Recruitment is the process of generating a pool of qualified applicants for organizational job vacancies. For Ofori and Aryeetey (2011) recruitment is the process of generating a pool of competent individuals to apply for employment within an organization. Evidence has shown that larger corporations are more likely than smaller organizations in implementing sophisticated recruitment processes (Bacon & Hoque, 2005) with majority of smaller organizations relying on referrals and advertising as their recruitment practices of choice (Barber, Wesson, Roberso & Taylor, 1999).

The general purpose of recruitment according to Gamage (2014) is to provide the organization with a pool of potentially qualified job candidates. The quality of human resource in an organization highly depends on the quality of applicants attracted because organization is going to select employees from those who were attracted. In the same vein, Henry and Temtime (2009) construed recruitment as the entry point of manpower into an organization and the path an organization must follow from there on in order to make sure that they have attracted the right individuals for their culture and vibes so that the overall strategic goals are achieved.

On the other hand, selection is the process of making the choice of the most suitable applicant from the pool of applicants recruited to fill the relevant job vacancy (Opatha, 2010). Selection is the process by which specific instruments are engaged to choose from the pool of individuals most suitable

for the job available (Ofori & Aryeetey, 2011). Selection involves the use of one or more methods to assess applicant's suitability in order to make the correct selection decision and can be alternatively seen as a process of rejection as it rejects a number of applicants and select only a few applicants to fill the vacancy. Thus, selection function may be a negative function rather than a positive function (Gamage, 2014).

According to Gamage (2014) the objectives of selection function are to get the right person to the right job, establish and maintain a good image as a good employer, and maintain the selection process as cost effective as possible. Selection is an extremely important aspect to consider for businesses due to a number of reasons. Often the performance of businesses relates directly to the people working within it, meaning the right people need to be hired to ensure organizational success (Henry & Temtime, 2009). It is also an expensive process to hire someone new into the organization. So, it is not something organizations want to put time and money into just to find they have hired somebody who is not suitable. It is vital that organizations get the process right the first-time round, because resources are scarce enough as it is. Selecting the right applicant can be a difficult task, but at the end of the day, the organization's reputation is held by the people it employs (Henry & Temtime, 2009).

## **Empirical Review**

### **Recruitment and Selection Quality and Organizational Performance**

The effectiveness of different recruitment and selection criteria of employees has been the topic of research for over 60 years (Sinha & Thaly, 2013). The effectiveness has primarily been assessed by examining the rates of turnover, job survival and job performance along with organizational issues

such as referrals by current personnel, in-house job postings, and the rehiring of former employees (Zottoli & Wanous, 2000).

The study by Sen and Saxena (1997) has emphasized the importance of a quality process during the time of recruitment and hiring given that the right type of labour is hard to come by. In fact, while lending credence to the importance of hiring quality candidates who are hard to find Tendon (2006) warned that talent deficiency is unrelated to huge population. While reporting that recruitment is the only component for attracting and retaining knowledge workers, Unwin (2005) gave significance to the process involved during the time of recruiting and hiring good candidate.

Although the study conducted by Subbarao (2006) explained the recruitment sources used by individual job seekers at various levels, the study further highlighted the importance of different types of approaches used at the time of recruitment which in turn makes any organization well-established or less established. According to Sarkar and Kumar (2007) organizational performance is hinged on the approach which the organization adopts in the recruitment and selection of employees. To this end, Sarkar and Kumar (2007) spoke of a holistic model of recruitment i.e. emphasizing the importance of the whole process of recruitment and the interdependence of its parts (Sinha & Thaly, 2013).

Vyas (2011) asserted that the current trend is that organizations are looking for methods of reducing the time and effort in the recruitment and selection process. However, Munyon, Summers, Ferris and Gerald (2011) admonished that methods of team staffing should translate to competitive advantages to a firm. In similar vein, DeVaro (2008) demonstrated that



recruitment strategies can lead to positive organizational outcomes. For Sinha and Thaly (2013) adopting qualitative system in recruitment and selection has helped organizations to grow as they have been able to get the right people for their vacancies. In addition, the appropriate channels have helped the organizations to get the different and varied sources to which they can turn to for effective hiring (Sinha & Thaly, 2013).

Recruitment and selection in any organization is a serious business as the success of any organization or efficiency in service delivery depends on the quality of its workforce who was recruited into the organization through recruitment and selection exercises (Ezeali & Esiagu, 2010). Since recruitment and selection involve getting the best applicant for a job (Obikeze & Obi, 2004), it has been emphasized that recruitment procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regime, will have a substantial influence over the quality and type of skills new employees possess (Okoh, 2005). For Mullins (1999) the important thing is for some suitable plan to be used, complying with all legal requirements relating to employment and equal opportunities, to follow recommended codes of practice and to ensure justice and fair treatment for all applicants.

Bohlander, Snell and Sherman (2001) reported that it is important for managers to understand the objectives, policies and practices used for selection. More importantly, those responsible for making selection decisions should have adequate information upon which to base their decisions. As Robbins (2005) observed, organization's human resource policies and practices represent important forces for shaping employee behaviour and attitudes. According to Okoh (2005), not just that organizational selection practices determine who is

hired, the use of the proper selection criteria will increase the probability that the right person will be chosen. When the best people are selected for the job, productivity increases (Osemeké, 2012).

Ongori, Henry and Temtime (2009) stated in their paper that the recruitment and selection practices of small and medium enterprises enable them to improve their human resources practices and organizational efficiency. Olatunji and Ugoji (2013) in a study of personnel recruitment on organizational development: a survey of selected Nigerian workplace using primary data to study certain recruitment procedures adopted in organizations and revealed that the recruitment procedures used in the organization influence personnel behaviour and performance though the study did not use any variable to measure organizational development or performance rather it measures the perception of male and female toward recruitment.

Adeyemi, Dumade and Fadare (2015) looked at the influence of recruitment and selection on organizational performance using questionnaire to study a sample of only twenty respondents of Access Bank branch. The study indicated that, advertising of job vacancies to general public, use of employment agent(s), and employee referrals are mostly the mode for recruiting potential employees. It was also realized that the method used in the recruiting and selection process was very effective. The study made use of a very small sample which cannot be generalized to represent the entire access bank employees.

Omolo, Oginda and Oso (2012) in their study of the effect of recruitment and selection of employees on the performance of small and medium enterprises in Kisumu Municipality- Kenya the study showed a significant effect between recruitment/selection and SMEs performance, that recruitment and selection

accounts for 72.4% of the variance in the performance of the SMEs and the better the recruitment and selection, the higher the performance of the SMEs.

According to Raphael (2010), planning for future job and employee needs as well as the way the organization performs within its various functions is an essential aspect. Marcus (2010) studied the effect of selection process to the performance of public institutions in Tanzania and revealed that there is direct correlation between selection process and the performance of public institutions. Mustapha, Ilesami and Aremum (2013) opined that the aim of recruitment goes beyond mere filling of vacancies to include individual development and achievement and building a strong organization where effective team work, and the individuals needs are realized at the same time. The study argued that to achieve this aim, the organizations must adopt recruitment policies that are internally consistent and which are also consistent with the objectives of the organization and the expectations of the larger society.

The study of Opayemi, and Oyesola (2013) established the relevance of some personal attributes or socio-demographic factors as influencing perception of the link between selection interview, selection test and employee performance. The study revealed that employees in the age range of 20-25 years reported the highest mean score on perception of the link between selection interview, selection test and employee performance. Therefore, recruitment/selection interview and recruitment/selection test are good predictors of employee performance, if conducted in a standardized form. Adeyemi et al., (2015) also opined that employees should all be treated fairly in the recruitment and selection process and be appraised constantly to ensure that they improve upon their performance.

Ekwoaba, Ikeije and Ufoma (2015) in a study of the impact of recruitment and selection criteria on organizational performance revealed that recruitment and selection criteria have significant effect on organization's performance that the more objective the recruitment and selection criteria, the better the organization's performance. Kepha, Mukulu and Waititu (2012) used descriptive research designs to study the influence of recruitment and selection on the performance of employees in research institutes in Kenya a sample size of 256 employees of the population drawn from all Government owned research institutes, the study revealed that the correlation between employee performance and recruitment and selection were highly significant at 0.374 ( $p=0.000$ ).

Ahiauзу, (1999) also concur with this by saying that "what we see as tools, machines, production methods and techniques, which constitute hard and soft technologies are merely manifestation of what had earlier existed in the minds of men, in the form of ideas, that had become crystallized from human thoughts" therefore the issue of employees recruitment process into organizations is very paramount to the continuous existence of an organization hence the failure of the employee is the failure of the organization.

Danson and Omwenga (2017) in a study of the effects of leadership in human resource succession planning in Kenyatta University of Kenya revealed that many organizations including universities are experiencing a demand for quality services and increased accountability. Stephen, Cowgill, Hoffman and Housman (2013) studied impact of hiring through referral using novel and detailed productivity and survey data from nine large firms in three industries revealed that employee referrals allow firms to select workers that better suit for particular jobs in the organization that firms benefit from referrals predominantly

by selecting workers with a better fit for the job, as opposed to referrals selecting workers with higher overall quality. The study shows that employee referrals enhances monitoring and coaching and makes work environment more enjoyable as they work with friends because workers refer others like themselves, not only in characteristics but in behaviour.

### **Strategic Recruitment, Selection Criteria and Organizational Performance**

Strategic recruitment and selection form a major part of an organization's overall resourcing strategies, which identifies and secures people needed for an organization to survive and succeed in the short to medium-term (Elwood & James, 1996). In fact, the basic purpose of recruitment is to create a pool of suitably qualified candidates to enable the selection of the best candidates for the organization, by attracting more and more employees to apply in the organization whereas the basic purpose of selection process is to choose the right candidate to fill the various positions in the organization (Gamage, 2014).

Available evidence indicates that there is a positive and significant relationship between recruitment and selection and the performance of an enterprise (Gamage, 2014). Sang (2005) for example discovered a positive association between recruitment and selection and business performance. Such were also of positive results between recruitment and selection and performance as seen in Ichniowski and Shaw (1999), Katou and Budhwar (2006) and Wright, Gardner, Moynihan and Allen (2005). Other studies such as Syed and Jama (2012) have equally shown that implementing an effective recruitment and selection process is positively related to organizational performance.

With specific reference to recruitment and selection criteria and organizational performance, Montana and Charnov (2000) maintained that recruitment and selection include sourcing candidates by advertising or other methods, screening potential candidates using tests and interviews, selecting candidates based on the results of the tests or interviews, and on-boarding to ensure that the candidates are able to fulfil their new roles effectively. According to Huselid (1995) it is recruitment procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regime that will have a substantial influence over the quality and type of skills new employees possess. The implication of this line of thought is that an organization's human resource policies and practices represent important forces for shaping employee behaviour and attitudes.

For Gamage (2014) the selection practices will determine who is hired. If properly designed, it will identify competent candidates and accurately match them to the job. The use of the proper selection device will increase the probability that the right person is chosen to fill a slot. When the best people are selected for the job, productivity increases. Little wonder that literature such as Terpstra and Rozell (1993) reported of a positive association between the extensiveness of recruiting, selection test validation and the use of formal selection procedures and firm profits. Similarly, Rauf (2007) discovered that sophisticated recruitment and selection procedures are positively related to performance in organizations.

Writing on some of the challenges facing recruitment and selection criteria in organizations, István (2010) observed that there are a plenty of techniques used in recruitment and hiring today among which are some methods

not accepted by experts universally, or not recommended for the hiring process. As argued by István (2010), selection methods can be evaluated in several ways. One possible approach is to compare hiring techniques on the basis of their validity, impartiality, scope of usage, and cost.

In all, Sinha and Thaly (2013) noted that there is a variety of recruitment approaches (e.g. employee referral, campus recruitment, advertising, recruitment agencies/consultants, job sites/portals, company websites, social media etc.); and most organizations will use a combination of two or more of these as part of a recruitment process or to deliver their overall recruitment strategy. However, which recruiting channels should be used depends on the job position, on the company's employer brand, on the resources the company has on its recruiting team, on how much recruiting budget the company has, etc. One can use them all and find out which suits the best. Every recruiting channel offers different benefits and limitations and works better for certain situations and companies. The key is collecting real-time recruitment metrics on these recruiting channels to figure out what works best for the company in different situations. The recruiting experience of each company is different and the best way to figure out what works best is to analyze metrics based on the past recruiting efforts, not the efforts of everybody else. Once the company has its recruiting metrics solution in place, it is time to start using the recruiting channels that the company thinks will work for it (Sinha & Thaly, 2013).

### **The Process of Recruitment**

Odiorne (1984) indicated that the quality of new recruits depends upon an organization's recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the calibre of candidates

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

According to Odiorne, (1984) one result of effective recruitment and selection is reduced labour turnover and good employee morale. Recruiting ineffectively is costly, since poor recruits may perform badly and/or leave their employment, thus requiring further recruitment. In a cross-national study of recruitment practices, suggests that, in reality, recruitment practices involve little or no attempt to validate practices. Personnel managers tend to rely on feedback from line managers and probationary periods and disciplinary procedures to weed out mistakes. Firms with high quit rates live with them and tend to build them into their recruitment practices and they do not analyze the constitution of their labour turnover.

A number of recent studies have suggested that some recruitment methods are more effective than others in terms of the value of the employees recruited. Miyake, (2002) indicated that while advertising is usual for job vacancies, applicants were sometimes recruited by word of mouth, through



existing employees. Besides being cheaper, the “grapevine” finds employees who stay longer (low voluntary turnover) and who are less likely to be dismissed (low involuntary turnover). People recruited by word of mouth stay longer because they have a clearer idea of what the job really involves. Miyake, (2002) reviewed five studies in which average labour turnover of those recruited by advertising was 51 per cent. The labour turnover for spontaneous applicants was 37 per cent and turnover for applicants recommended by existing employees was 30 per cent. One hypothesis proposed to account for this was the “better information” hypothesis. It was argued that people who were suggested by other employees were better and more realistically informed about the job than those who applied through newspapers and agencies. Thus, they were in a better position to assess their own suitability.

Better informed candidates are likely to have a more realistic view of the job, culture of the organization and job prospects. Burack (1985) argues that recruitment sources are significantly linked to differences in employee performance, turnover, satisfaction and organizational commitment. In a survey of 201 large US companies, Burack asked respondents to rate the effectiveness of nine recruitment sources in yielding high-quality, high-performing employees. The three top ranked sources were employee referrals, college recruiting and executive search firms. However, Burack (1985), cautions that, while these general results are useful, there is a need for greater internal analysis of the relative quality of recruits yielded by different sources. In a study assessing the recruitment of new graduates, Kersley and Christopher (1997) reiterated the anticipatory socialization stage for students planning to

enter professions, and in particular the effects of recruitment and selection experiences on career expectations and orientation. They agreed that the nature of students' job search activity, the possession of relevant work experience, and exposure to employers through recruitment and selection activities may form part of the "evolving sequence of a person's work experiences" which contributes to anticipatory socialization. It has been argued that exposure to employers through recruitment and selection is a social process where employers and potential employees gradually perceive a match.

Through job search activities and awareness of employers' recruitment literature and events, students gather information about organization's goals, values, climate and work practices to guide their ultimate decision. Exposure to selection procedures provides information about the culture and attributes of an organization, and candidates form judgments from their perceptions of the fairness of the selection methods used. Delery and Doty (1996) argued that providing students with greater awareness of employment opportunities, and equipping them with the ability to be proactive in approaching potential employers, will lead to more effective career self-management and selection processes.

There is also evidence that employers prefer graduates with a broader range of skills than just academic knowledge and greater appreciation of business needs both of which can be gained through work experience and awareness of employers' recruitment and selection procedures. Using a sample of students in two traditional and one emerging profession (law, accountancy and human resource Management), the study examined the extent of career-related pre-employment work, recruitment and selection experiences and the

relationship between these experiences and career expectations. The focus on professions reflects the expectation that anticipatory socialization is likely to be greater amongst these students.

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

### **The Selection Decision**

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

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

Selection tools available to organizations can be characterized along a continuum that ranges from the more traditional methods of interviews, application forms and references, through to the more sophisticated techniques that encapsulate biographical data, aptitude tests, assessment centres, work samples, psychological testing, and so forth. Each method of selection has its advantages and disadvantages and comparing their rival claims involves comparing each method's merit and psychometric properties. The degree to which a selection technique is perceived as effective and perhaps sophisticated is determined by its reliability and validity. In a comparison of personnel selection practices in seven European countries explored the utilization of a range of established selection methods. They reported a general trend towards structured interviews in all countries and, while the general validity and acceptability of methods such as work samples, group exercises and assessment centres were widely recognized, reported usage of these methods was infrequent (Miyake, 2002).

Clear differences in the frequency of the use of several selection methods did emerge from the study which reported, among others, the very high take-up of references and assessment centres in both the UK and Germany, the high, almost exclusive, frequency of graphology in France, and the limited use of testing and biographical inventories amongst all respondents. In his study of recruitment and selection practices in the USA, Burton (2001) found that approximately 25 per cent of respondent

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

### **Recruiting Sources/Methods**

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

Institutions or events (such as medical offices, schools, community sports organizations, health fairs, community events, and churches) often are used as a setting for recruitment. Schools present a promising avenue for the recruitment and assessment of youth. Their primary advantage is that they house a large number of children in one place and present a captive audience, although parental consent usually is still required. However, recruitment of participants from schools may meet resistance from school administrations for political or practical reasons.

Additionally, recruitment at schools may not achieve the goal of sample representativeness as student characteristics vary between different types of schools (e.g., private vs. public) and between schools in different neighborhoods. Recruitment at schools may not be appropriate in studies having a family or neighborhood context, requiring a greater dispersal of participants from a larger area, or focusing on data collection in the home. Door-to-door recruitment is another option. For large studies, this recruitment method can be costly in terms of staff time and travel expenses, and it is difficult to assure that recruiters randomly sample homes. Despite these concerns, door-to-door recruitment may be a necessary recruitment strategy for certain potential participants (e.g., those who do not have a residential phone) (French, 1982).

Telephone recruitment has an important advantage over these methods in that it can be used, in a fairly straightforward way, to randomly select respondents from the larger population. The telephone provides a relatively low-cost, effective means of contacting many households, as is often required for large-scale etiological research, and of making a quick determination of

eligibility and willingness to participate in the study. Disadvantages of the telephone method include its limitation to households with telephones, the problems of missing or changed phone numbers, challenges presented by technology (such as answering machines or caller ID) that complicate the ability to reach people, and relatively easy refusal or termination of the conversation by unwilling respondents. Perhaps the largest problem with telephone contact methods involves rates of non-response. Kaplan and Norton (2004) found that the number of people who refused to provide screening information tended to be higher by telephone than in person. However, refusals over the telephone tend to be less likely than with mailed surveys (Kelly, 2006).

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

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

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

- The ability of the recruit is known so it is easy to assess potential for the next level. By contrast, assessments of external recruits are based on less reliable sources, such as references, and relatively brief encounters, such as interviews. “Insiders” know the organization, its strengths and weaknesses, its culture and, most of all, its people.
- Promotions from within build motivation and a sense of commitment to the organization.
- Skilled and ambitious employees are more likely to become involved in developmental activities if they believe that these activities will lead to promotion.

Internal recruitment is cheaper and quicker than advertising in various media and interviewing “outsiders”. Time spent in training and socialization is also reduced. At the same time, several disadvantages exist:

- Sometimes it is difficult to find the “right” candidate within and the organization may settle for an employee who possesses a less than ideal mix of competencies.



- If the vacancies are being caused by rapid expansion of the organization there may be an insufficient supply of qualified individuals above the entry level. This may result in people being promoted before they are ready, or not being allowed to stay in a position long enough to learn how to do the job well.
- Infighting, inbreeding, and a shortage of varied perspectives and interests may reduce organizational flexibility and growth, and resistance to change by those who have an interest in maintaining the status quo may present long term problems.

In times of rapid growth and during transitions, the organization may promote from within into managerial positions, regardless of the qualifications of incumbents. Transition activities and rapid organizational growth often mask managerial deficiencies; it is not until the growth rate slows that the deficiencies become apparent and, then, the organization finds it difficult, if not impossible, to undo the damage. The resulting cost of remedial training can prove prohibitive.

Recruitment procedures need not be limited to one method. It is possible and often desirable to combine methods to enhance the recruitment success of a particular project. For example, use of focus groups and pilot studies that involve the community and pre-recruitment publicity can lead to higher rates of consent (Drucker, 1999). From the above, the sources of recruitment and selection are through advertising, via the internet and so forth. However, recruitment and selection is faced with lots of challenges.

## **Challenges of Recruitment and Selection**

According to Kaplan and Norton, (2004) a common problem in recruitment and selection is poor HR planning. Rigorous HR planning translates business strategies into specific HRM policies and practices. This is particularly so with recruitment and selection policies and practices. The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labour market are important in recruiting and deploying appropriate employees at the right time. Past research shows that the competency level of HR managers has a major influence on recruitment and selection and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of the applicants. Moreover, effective recruitment and selection is possible only if there is a dedicated and competent HR team (Kaplan & Norton, 2004)

In the strategy implementation phase, the extent of recruitment and selection strategic integration can be gauged through four distinctive indicators. These indicators are: the timely supply of an adequately qualified workforce, effective job analysis and descriptions, effective selection, and the involvement of line managers in the recruitment and selection practices. A key source of uncertainty in the business strategy implementation is whether there is a timely supply of adequate qualified people, and to a great extent this uncertainty involves the quality of employees. For instance, a firm might decide to leverage a different human capital pool in terms of skills and

education level than its rival firms as a competitive strategy even within the same industry to develop specific capabilities or to develop a HR process advantage. An organization can successfully eliminate this uncertainty if its recruitment and selection policies and practices are strategically integrated with business (Whitmell Associates, 2004).

Effectively conducting job analysis and targeting right potential candidates ensures a good match between applicants and the jobs. Argument has been given that under qualified employees may not be able to effectively perform their job positions due to lack of knowledge and competencies, while on the other hand over qualified employees tend to experience less job satisfaction due to their higher qualification than a desired level for a given job. For every job in the organization, a thorough job analysis, which includes job description and job specifications, is necessary and based on this, an appropriate selection criterion is vital. The job description provides indications of the duties to be undertaken, and the job specification usually prescribes relevant personal qualities and attitudes as well as skills and knowledge required for the job (Johnston, 1999).

A range of methods, such as application forms, interviews, formal tests, references, assessment centres and official transcripts are used by firms in the selection process. A firm needs to choose a method that is most appropriate to the job positions. HR experts generally drive the staffing process and the purpose of the staffing is to fulfill the requirements of business, and the skill levels presented by each new recruit is likely to be judged better if the line managers are involved in the recruitment and selection process. (Dess & Jason, 2001) suggest that in business strategy implementation the

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

Scholars have argued that other key issues and controversies run through analyses of human resource management and recruitment and selection: efficiency, control, and the difficulty of orienting practice towards social justice are often cited. The first two problematic, as (Burton, 2001) notes, have been central to the management of people for as long as managers have been present in organizations. The latter is also common across all organizations, but is a particular academic and policy concern for smaller or growing organizations (Burton, 2001).

In recruitment and selection practice the construction of formalized selection frameworks and norms of acceptable discrimination may be seen as an attempt to enable managers to navigate between efficiency, control and social justice. In their advice on how to achieve the perfect fit of person, organization and job, they argue that selecting on the basis of managerial opinion is ‘utterly unscientific and unreliable and that managers are ‘liable to be turned this way and that by the most inconsequential of considerations’. In place of this unsatisfactory state of affairs, these authors propose that physiognomy and the physical self-provide the key to ‘unlocking the inner secrets’ of the individual seeking employment, and therefore should inform the selection process. Managers are advised to assess nose, forehead, chin, habitual facial expression, digestion, skin texture, and elasticity of muscle as found in Blackford and

Newcomb, (1914) early people management textbook. The underlying philosophy of this process is that everything about man indicates his character and as much information as possible should be collected to inform a decision - their list also includes religious belief and marital status. Taking heredity and environment as bases for granting or denying access to an organization and job is now legally unacceptable. The argument presented by Blackford and Newcomb (2002), particularly in relation to skin, colour and its predictive properties, could be seen as a product of its time and place. However, it is important to note that the study is based on what was then seen as a sound scientific set of ideas and tests, which proved the premises underlying the suggested practice.

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

### **The Changing Context of Recruitment and Selection Decisions**

Much of the recent literature on personnel management has emphasized the necessity for the recruitment and selection of employees who are committed to the goals of the organization. Recent waves of organizational restructuring have dramatically changed and, in many cases, destroyed existing employment relationships. As traditional autocratic structures flatten and organizations utilize multidisciplinary teams to remain competitive, the need for strategic and transparent systems becomes paramount (Bingley & Westergard, 2004).

Bingley et al, (2004) suggested that, increasingly, many organizations are being transformed from structures that are built on functions and jobs, to those where focused, self-directed work teams, made up of empowered individuals with diverse backgrounds, are replacing traditional specialized workers. Cran, (1995) highlighted that firms need adaptable people who can adjust to rapidly changing customer needs and operational structures, while Burton (2001) argues that employees, and the way they work, comprise the crucial difference between successful and unsuccessful organizations. He argues that as technology increases and product life cycles shorten, the major source of competitive advantage will be the individual worker.

Delery and Doty, (1996) further developed this view of the prevailing business environment and reiterated that: with the sweeping changes in today's business climate and the rise of re-engineering to meet the needs of organizations in the area of downsizing or cost diminution, (search) firms must be equipped to recruit individuals who can operate in a non-structured or “virtual” organization. Even in today's technically advanced business

environment, the human factor will always be instrumental to the success of an organization.

Furthermore, Drucker, (1999) indicates that, as companies downsize, “delayer” and try to boost productivity with fewer people, those that remain are being asked to assume more tasks, roles and responsibilities. He proposes that, as this trend continues, companies will be asking fewer employees to know more, do more, change more and interact more and thus interest is increasingly focused on identifying the recruiting sources that are most likely to yield high quality employees and the selection methods that best predict future job performance. Arguments such as these have led to suggestions that the critical organizational concern today is the hiring or promoting of the best qualified people while still meeting all regulatory requirements. A study commissioned by the IPD's Recruitment Forum highlighted a number of common failings in the recruitment and selection process. Included among these failings were:

- a) No obvious link with HR strategy, resourcing strategy and broader business and Organizational goals;
- b) Use of referencing for short listing;
- c) Unclear use of structured interview design and application;
- d) Increasing use of invalid prediction methods;
- e) Lack of widespread monitoring and lack of remedial action in those organizations that did monitor recruitment;
- f) Lack of validation of situation specific selection procedures.

These results are suggestive of an inability or unwillingness to appreciate the strategic imperative of effective recruitment and selection practices. Smith and Robertson (1993) argue for greater precision in recruitment and selection and caution that a company can be dragged to its knees by the weight of ineffective staff which decades of ineffectual selection methods have allowed to accumulate.

Smith and Robertson, (1993) further noted that the problem of inefficiency may be as a result of a difficulty in distinguishing good practice from common practice. Should this be the case then the problem may lie less with the processes utilised and more with the traditional perception of what constitutes effective, valid recruitment and selection practices. The traditional perspective on recruitment and selection assumed a rational framework, where the largely objective qualifications of the individual were matched to the requirements of the job (Stoner & Freeman, 1992).

The assumptions of the rational model imply that those making the decisions have real knowledge about the job, real knowledge about the applicants' job relevant qualifications, can objectively compare these qualifications with the job demands and select the applicant with the best match.

However, more recently, there is growing evidence to suggest that the notion of 'fit' as it relates to suitability has assumed heightened significance in organizational settings. Kersley et al, (1997), defines 'fit' as the degree to which the goals and values of the applicant match those of individuals considered successful in the organization. Kersley et al, (1997) further highlights this notion of fit as the key to job success: Think back in your career



and ask yourself, of all the people you know who failed in a job and were terminated, how many of them failed because they lacked the right educational degree, the right job experience, or the right industry background? In all likelihood, most of them failed because of inadequate interpersonal skills, an inability to communicate, or because they just didn't fit in with the culture; in other words, bad chemistry.

More specifically, (Armstrong, 1991) identify the “organizational chameleon” as a corporate creature who embodies the perfect fit in terms of organizational demands for values, beliefs, attitudes and so forth, while advocating that an organizational analysis be carried out prior to making staffing decisions to identify the dominant values, social skills, and personality traits required of potential job applicants. Such an approach challenges the rational model of recruitment and selection and brings into focus the “form versus substance” issue.

According to (Armstrong, 1991), the core of this problem is associated with the difficulties involved in distinguishing candidates who are truly qualified (i.e. substance) from those who simply construct images of qualifications and competence (i.e. form). This problem is compounded in a situation where candidates actively seek to alter and manage images of competence, with the result that the decision maker is attempting to hit a moving, rather than a stationary, target. In an attempt to explain why the rational model has limited application in the current business environment, Delery and Doty, (1996) find three particular arguments:

- (1) In an increasingly competitive environment, the content of jobs may change quickly over time, because of shifts in corporate strategies or

technological innovations. Stable person/job match is unlikely in such unpredictable organizational environments.

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

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

### **Human Resource Development**

Companies can only succeed in the long-term if they recruit and motivate people who are able to respond to and shape the challenges of the future. These are the individuals with the capacity to create competitive advantage from the opportunities presented by changing markets, with the desire to learn from customers, consumers, suppliers and colleagues, and who possess the ability to build and influence long-lasting and effective partnerships (Walker, 1990).

The recruitment of new employees helps to demonstrate a company's aspirations, highlighting the skills and attitudes to which it attaches the highest priority. The choice also provides a major opportunity to communicate the values and successes of the organization – to explain why the company offers the most attractive place for a person to develop their career. Yet this competition for top talent is nothing new; and if the challenge for HR managers is to spot the best people and win their favour (Walker, 1990).

A well-prepared and motivated workforce is possibly the most important of the three intangible assets to support an organization's value creating processes. According to Peter Drucker "The most valuable asset of a 20th century company was its production equipment. The most valuable asset of a 21st century institution will be its knowledge workers and their productivity (Drucker, 1999). A great deal exists in the literature about the provision of staff development and training as investment for organizations. Staff development and staff training are parts of the bigger concept of human resource development (HRD). Training is just one possible way to organize and implement learning processes in organizations and not always the most effective one.

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

adapting its activities appropriately.

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

Until recently, the focus when hiring has been more on skills, for reference, cataloguing, IT and so on, rather than on attributes like strategic thinking, flexibility, adaptability and commitment to lifelong learning. There is a growing trend now to "hire for attributes and then train for the skills" (Whitmell Associates, 2004). The need to hire staff with abilities such as flexibility, adaptability, leadership potential and learning agility is increasingly recognized by human resource managers.

The process of bringing in such changes to our workplaces is not straightforward as it affects the hiring process as well as staff development and training activities. To keep alive the principles of training and development, all related initiatives need to be integrated. Hiring, orientation, communication, performance reviews, and rewards and recognition are interrelated and therefore should be linked to each other and to the training and development programs. Recruitment of staff that is flexible, strategic thinkers, multi-skilled, open to

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

### **Chapter Summary**

The chapter covered the introduction to literature review, theoretical review and the development of conceptual framework. The conceptual review looks detailed into the concept of recruitment and selection, how different authors have explained and classified it. Some topics considered include the process of recruitment, the selection decision, recruiting sources, challenges of recruitment and selection, the changing context of recruitment and selection decisions and the development of human resource at the workplace.

## CHAPTER THREE

### RESEARCH METHODS

#### **Introduction**

This chapter deals with the methodology adopted in conducting the study. The chapter is organized as follows; research design, population, sample and sampling technique, instruments for data collection, data collection procedure, and analysis of data.

#### **Research Design**

Research design works as a systematic plan outlining the study, the researchers' methods of compilation, details on how the study will arrive at its conclusions and the limitations of the research (Wills, 2003). The plan is geared at collecting and utilizing data so that desired information can be obtained. Descriptive survey was used to collect data from the field for the study. This designed relied on questionnaires to gather information from participants. Surveys also investigate associations between respondents' characteristics and current attitudes or beliefs toward some issues. Importantly, survey research does not make causal inferences, but rather describes the distributions of variables for large groups (Creswell, 2003).

Descriptive survey describes a specific population or group of people. It involves asking people a series of questions about their behaviours, thoughts or opinions about an issue. Rather than questioning everyone in the group, survey research chooses a representative sample of people and generalizes the findings to the larger population. Survey must be carefully designed and conducted to ensure its accuracy (Monette, Sullivan & Dejong, 2006).

Rea and Parker (2002) maintain that for a survey to be accurate, the sample being questioned must be representative of the population on key characteristics such as sex, age, religion and cultural background. To ensure similarity to the larger population, descriptive survey researches usually try to make sure that they have a random sample, a method of selection in which everyone in the population has an equal chance of being selected. Moreso, Neuman (2007) descriptive research designs places emphasis on fact-finding but unable to prove causal relationships between variables. Bell also cautioned that with descriptive survey great care must be taken to ensure that the sample population is truly representative of the whole population.

Descriptive survey was chosen because it has the advantages of producing good responses from a range of people. At the same time, it provides a meaningful picture of events and seeks to explain people's opinion and behaviour on the basis of data gathered at a point in time. Furthermore, it can be used with greater confidence with regards to a particular question of special interest or value to the researcher. Also, in-depth follow up questions can be asked and items that are not clear can be explained using descriptive design (Fraenkel & Wallen, 2002). The design is a descriptive study which use quantitative approach to recruitment and selection practices adopted by CTSL, Takoradi. This design will enable the researcher to process and analyse the findings in cross-section of the study.

### **Population**

Ozo and Ugwu (2007) states that population is the totality of people or object being considered. CTSL, Takoradi is selected for the study. The population of the study consists of employees from the various departments of

the company and this includes human resource department, marketing and so forth. The total population from the selected departments is made up of 80 employees.

### **Sample and Sampling Techniques**

A sample size of 50 was chosen from the selected departments for the study. Though the sample size was small but it was determined effectively based on certain factors. It was based on the nature of data analysis and staff strength of the various departments and to ensure that the sample is representative enough to draw conclusion.

The simple random sampling technique is used to select respondents from the various departments with the exception of the Human Resource Department. This is basically because the population will have an equal chance of being selected. Significantly, the purposive sampling technique, which is a non-probability sampling technique, is used to select respondents who deal directly with recruitment and selection from the Human Resource Department. This is because the researcher wants to deal with only typical cases based on the objectives of the study.

### **Instrument for Data Collection**

The main instrument for this study is questionnaire. The researcher prepares the questionnaires to be responded by the sampled employees of the organization. The questions are designed to make the purpose of the study successful after the results have been ascertained. It includes socio demographic variables namely age, gender, marital status, year of graduation, type of degree, highest qualification. The second part of the questionnaire was



clustered under number of headings, compensation and benefits, personal, career, role, reason for leaving and employer. This instrument gives expected information about the recruitment and selection procedures or practices. The purpose of using questionnaire is to identify and assess the effectiveness of the recruitment and selection practices of the CTSL. The set of questionnaire is open-ended as well as close ended questions.

### **Administration of Instruments**

Copies of the questionnaire will be distributed to respondents at work places. After some time, the researcher will go back and collect the answered questionnaires. The researcher will explain the questions to the respondents thoroughly after copies of the questionnaire are given to them. The purpose of this is to help the respondents to understand the purpose of the research, and to do away with suspicions, partialities and also to be able to provide their independent opinions on the questionnaire items given them. To have a valid and reliable data, the researcher will ensure that the questions are well formulated which allows error minimization.

### **Sources of Data**

Both primary and secondary source of data will be used in conducting the research.

### **Primary Sources**

In getting primary data there are several approaches available to gathering the data. In order to collect reliable and valid information, the researcher will contact employees of the Human resource department of the company. The method to be used in collecting the primary data is questionnaire.

### **Secondary Sources**

The study also will use secondary data in collecting information. The sources of the secondary data include books, internet search, articles, and journals among others. This will help to identify how others have defined and measured key concepts, the data sources that others used and this will help to discover how this research project is related to other studies.

### **Validity and Reliability of Instrument**

Validity refers to the extent to which it measures what it claims to measure (Mugenda & Mugenda, 2003). In testing validity, the researcher will prepare questionnaires and present them to the supervisor for scrutiny and suggestions on the relevance, clarity and suitability of the information. Reliability of research instrument refers to the measure of degree to which research instrument yield consistent result or data after repeated trials. To establish the reliability of the research instruments, the researcher will administer the questionnaires and pilot test them using 15 (fifteen) respondents after which the researcher will make the necessary corrections to the questionnaires.

### **Data Analysis**

The data was collected and analysed using quantitative data analysis methods. Quantitative method involves both descriptive and inferential analysis. Descriptive analysis such as frequencies and percentages were used to present quantitative data in form of tables and graphs. This involves coding both open and closed ended items in order to run simple descriptive analyses to get

reports on data status. Descriptive statistics involves the use of absolute and relative frequencies, measures of central tendency and dispersion.

### **Chapter Summary**

This chapter has outlined the research methodology, design and strategies used in the study, including, data collection tools, data collection and analysis methods. The research design for this study was descriptive that was analysed largely through quantitative methods and statistics. The study area for the study was also included. This chapter also mentioned the technology company in Ghana, the historical development and the significance in the technology industry.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

This chapter explains information gathered from the field through the use of questionnaires. These are analyzed to emphasize response from respondents using various forms of graphical representations. This chapter is also divided into sub-headings to throw more light on the result of hypothesis and on questions asked. One-part deals with staff of Human Resource Department while other part also deals with Staffs of other Departments.

#### Demographic Data

On demographic data, questions were asked on gender, academic qualifications and number of years at post.

From the population size of fifty (50), twenty (20) were selected from the Human Resource Department while thirty (30) staff members of the other departments were also selected. In dealing with gender, there were 22 females with 28 males. Table 1 illustrates further.

**Table 1: Gender Distribution**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage %</b>
Female	22	44
Male	28	56
<b>Total</b>	<b>50</b>	<b>100</b>

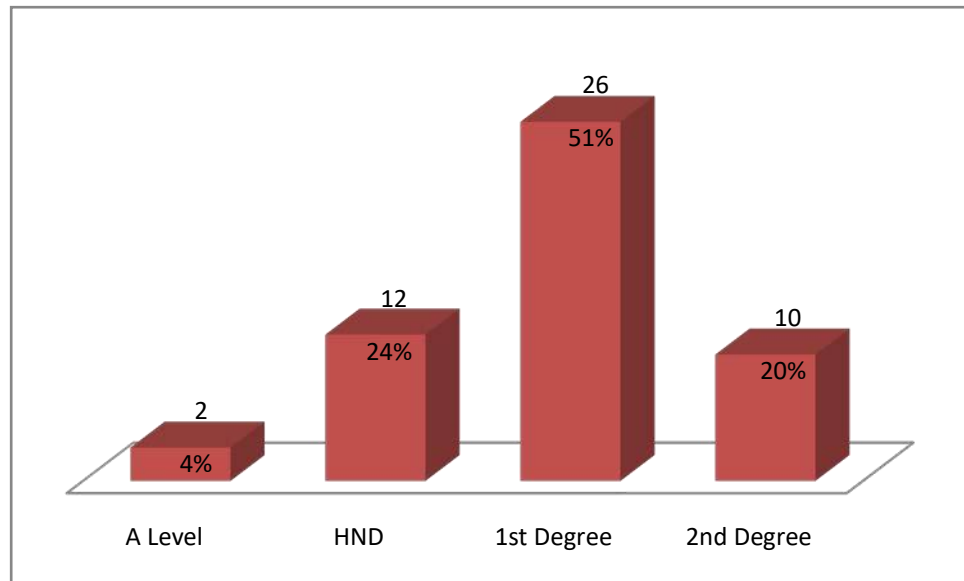
Source: Field survey, Blankson (2019)

From table 1, it is realized that 28of respondents representing 56% of the total number of participants were males while 22 representing 44% of the total number were females. This clearly shows that there were slightly more male participants than female in this survey and it may be as a result of the

sample technique used in selecting respondents or that the company has more male workers than females.

### Professional Qualification of Respondents

This was to find out the highest qualification of the various respondents in the study area, responses are as follows;



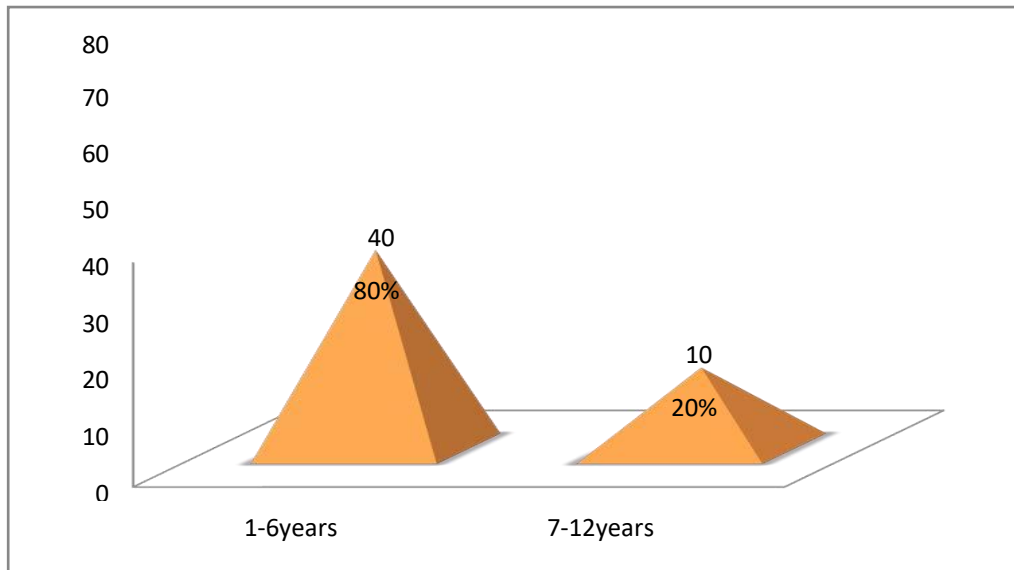
**Figure 1: Professional Qualification**

Source: Field survey, Blankson (2019)

From the chart, it was realized that 26 respondents had 1st Degree from various fields, while 12 had Higher National Diploma (HND), 10 had 2<sup>nd</sup> degree qualifications, 2 respondents had A Level qualification. From the chart it is realized that the organization has several levels of qualified personnel to help carry out the day to day activities of the institution.

### Number of Years Spent at CTSL

This was to find out the number of years respondents had spent at their work post, answers are illustrated as follows;



**Figure 2: Number of Years Spent at Certified Technology Service Limited**

Source: Field survey, Blankson (2019)

Figure 2 shows that majority of respondents (40) representing 80% of the population had worked with the company between 1-6 years, while 10 respondents representing 20% of the population had spent between 7-12 years at the company. This clearly shows that the majority of respondents had spent at least a year to six years at the company.

### **Formal Policy for Recruitment and Selection of Employees**

The researcher wanted to know if the company had any formal policy for recruiting and selection of employees, responses are as follows;

Out of 20 respondents, all agreed with the question, that the company had a formal policy for recruiting and selection of employees. Respondents were further asked to state this policy.

Six (6) respondents stated that recruitment and selection is mainly an internal arrangement, the human resource department accesses the various departments where there are vacancies, the department then assesses staff requirements with those qualifying appointed to fill these vacancies. This

assertion tallies with Smith et al (1989) that when an organization makes the decision to fill an existing vacancy through recruitment, the first stage in the process involves conducting a comprehensive job analysis. Once a job analysis has been conducted, the organization has a clear indication of the particular requirements of the job, where that job fits into the overall organization structure, and can then begin the process of recruitment to attract suitable candidates for the particular vacancy. Most companies first look within their ranks for such people after which suitable candidates from outside are invited. Miyake, (2002) argues that some applicants are sometimes recruited by word of mouth, through existing employees. This assertion by Miyake agrees with the response of some respondents that employee referrals are used before the department looks elsewhere (outside) for qualified employees.

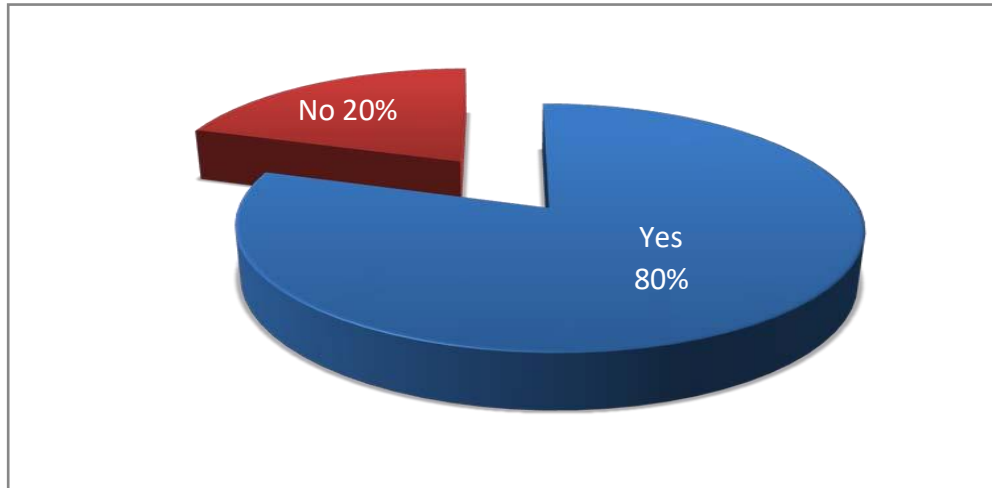
The policy is that recruitment is done through invitation of qualified applicants and interviews are followed before selection and recruitment is done. Eleven (11) respondents shared this view.

Three (3) respondents shared similar opinion; they stated that one has to apply in writing with copies of certificates after which one is called based on qualification and requirements of the company.

### **Outline of Job Analysis**

This was to find out from respondents if the CTSL outlines roles, duties and responsibilities for a particular job. From the total number of respondents, the majority of sixteen (16) representing 80% of the population answered in the affirmative that the company outlines job analysis like the roles, duties and responsibilities before advertising a vacant position. 20% of the population constituting four (4) respondents however answered in the negative that the

company does not outline job analysis in terms of duties and responsibilities before advertising. From the discussion it is realized that the majority of respondents agreed with the statement that the company outlines job analysis before advertising. Figure 3 illustrates further.



**Figure 3: Outline of Job Analysis**

Source: Field survey, Blankson (2019)

### **Recruiting Agencies**

This was to find out from respondents if CTSL relies on any recruitment agencies in the selection of employees. Answers from respondents are as follows;

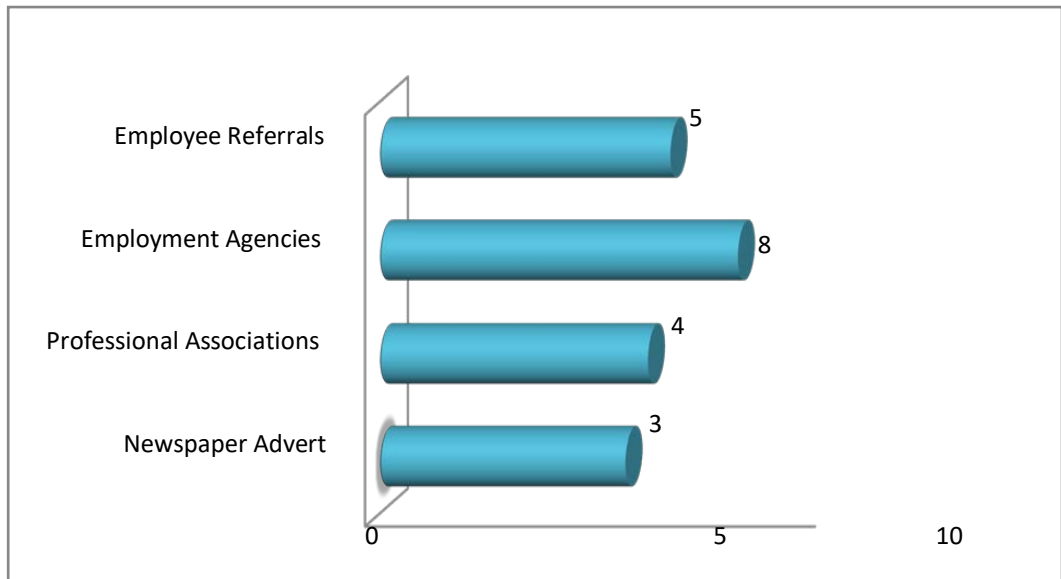
Out of twenty (20) respondents, all agreed that the company relies on recruiting agencies in the selection of employees. The researcher further wanted to know if existing employees are considered when there are vacancies, once again respondents agreed that existing employees are considered when vacancies are available. More so job vacancies are also made to the public depending on the requirements and number of people needed.



### **Methods of Recruitment by CTSL**

In order to know the various types of methods used by CTSL in selecting employees, this question was asked. Answers from respondents are as follows; Three (3) respondents stated that the company uses newspaper adverts in advertising for jobs or as a recruitment section tool, respondents explained that newspapers are read by lots of people and therefore lots of people are covered. Five (5) respondents were of the opinion that the company uses employees' referrals as a means of recruiting that is employees inform their friends and relations that the bank has vacancies.

Eight (8) respondents stated that the company relies on recruiting agencies in selecting employees for the company. Finally, four (4) respondents shared that another method of recruiting was through professional associations. According Armstrong, (1991) organizations and employers have a number of methods from which to choose, including advertising, employment agencies, and through direct mail. Advertising can be used to publicize and to recruit participants. Recruitment via advertising has the advantages of low cost and convenience according to Armstrong. Drucker, 1999 also stated that for organizations to get the best of employees' recruitment procedures need not be limited to one method. It is possible and often desirable to combine methods to enhance the recruitment success of a particular project.



**Figure 4: Methods of Recruitment by CTSL**

Source: Field survey, Blankson (2011)

It is realized from figure 4 that responses are more than the number of respondents, this is as a result of respondents selecting more than one response in relation to the question asked.

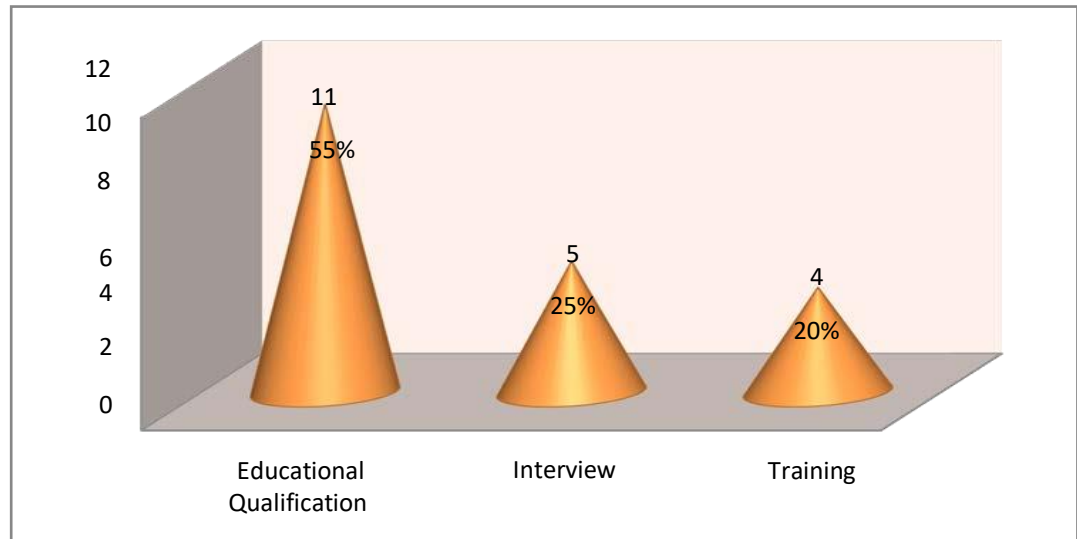
In a related issue, respondents were asked if the bank had a structured recruitment and selection practices for new employees, respondents had this to say;

All twenty (20) respondents agreed that the company had structured recruitment and selection practices in place for new employees.

Eleven (11) respondents agreed that one of such structures and selection practices was educational qualifications, thus one or potential employees should have the necessary educational qualification in order to be considered.

An interview is another practice in the selection of new employees, all prospective employees must go through an interview process to be assessed, if the person involved is capable of the work to be done, five (5) respondents shared this view.

Four (4) respondents explained that after the selection process through the interview, new employees are trained in the selected positions they were employed before they are fully allowed to start their new roles or jobs. Figure 5 below throws more light on the discussion.



**Figure 5: Selection Practices of CTSL**

Source: Field survey, Blankson (2019)

Related to the above respondents were asked which of the following were considered for recruitment and selection of employees, that is academic qualifications, work experience, interviews and tests.

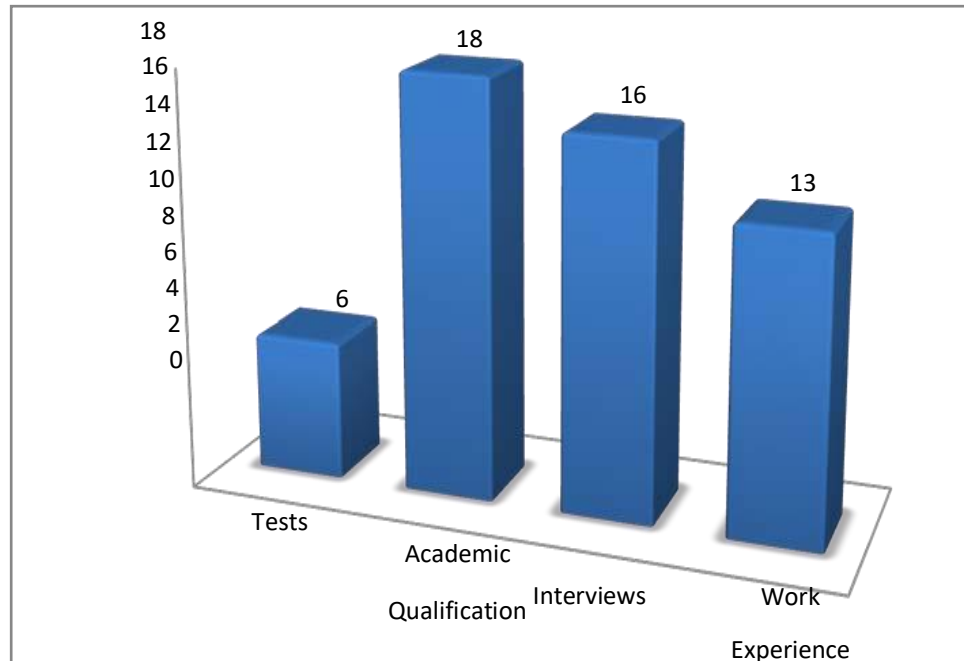
Out of twenty (20) respondents, six (6) agreed that tests are considered in selecting and employee, this is usually to test the general knowledge of prospective employees.

Thirteen (13) employees were of the opinion that work experience played an important role in the selection process as those with experience are considered to be the best for the job.

Sixteen respondents opted for interviews; they explained that interviews are conducted to test the ability of new employees and how convincing they are

before being selected.

Eighteen (18) of the respondents agreed that academic qualifications are the prime selection tools for new employees, respondents explained that good academic qualification most often guaranteed an individual the job and it is most often considered. Figure 6 illustrates further.



**Figure 6: Factors Considered before Recruitment**

Source: Field survey, Blankson (2019)

The literature revealed that a wide range of methods, such as application forms, interviews, formal tests, references, assessment centres and official transcripts are used by firms in the selection and recruitment process. An organization chooses a method that is most appropriate to the job positions. It is realized from figure 4.6 that responses are more than the number of respondents; this is as a result of respondents selecting more than one response in relation to the question asked.

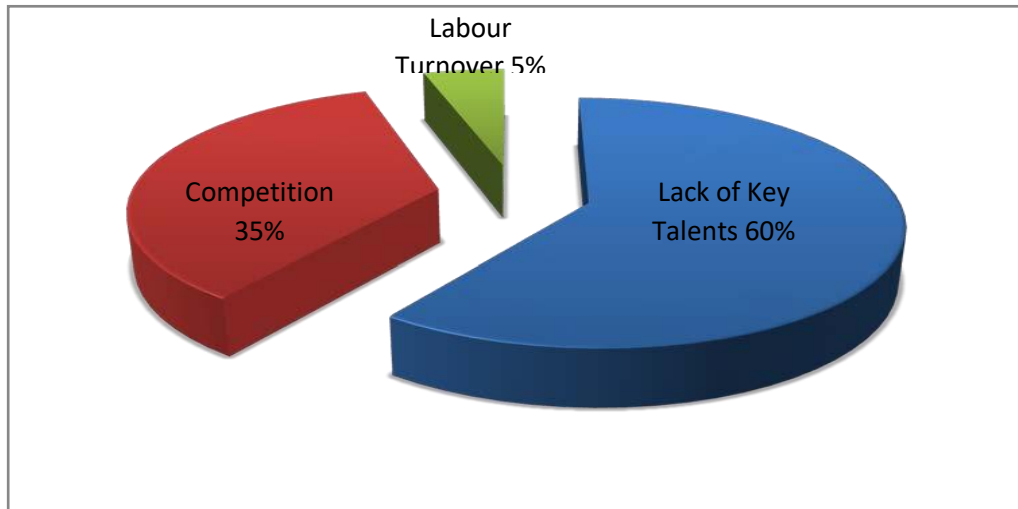
### **Challenges of Recruitment and Selection Practices at CTSL**

The researcher wanted to find out from the HR department the challenges the department encounter in the recruiting and selecting of employee. Responses are as follows.

One challenge facing recruitment and selection process at CTSL is the availability of key talents in the job market for specialized areas within the bank. Twelve (12) respondents constituting 60% of the population who shared this view stated that CTSL as an institution needs key talents to help run the company and that is quite difficult to find in the job market.

Seven (7) respondents representing 35% of the population were of the opinion that another challenge facing CTSL in its recruitment and selection processes is competition from other institutions. Respondents explained that financial institutions in the country are spring up fast, and they are all recruiting the best in order to stay on top. Recruiting in this sense means competing with other institutions for the same human resource.

Another challenge according to one (1) respondent constituting 5% of the population was labour turnover, the respondents explained that most employees leave the institution shortly after being offered an appointment which goes a long way to affect the company as money has to be spent again in recruiting and selection process. Figure 7 illustrates the discussions.



**Figure 7: Challenges of Recruiting and Selection Practices at CTSL**

Source: Field survey, Blankson (2019)

According to Kaplan and Norton, 2004, in the literature review, a common problem in recruitment and selection is poor HR planning but the analysis revealed that labour turnover; competition and lack of key talents are challenges that face recruitment and selection which could be beyond HR departments.

### **Factors to Help Improve Recruitment and Selection Practices at CTSL**

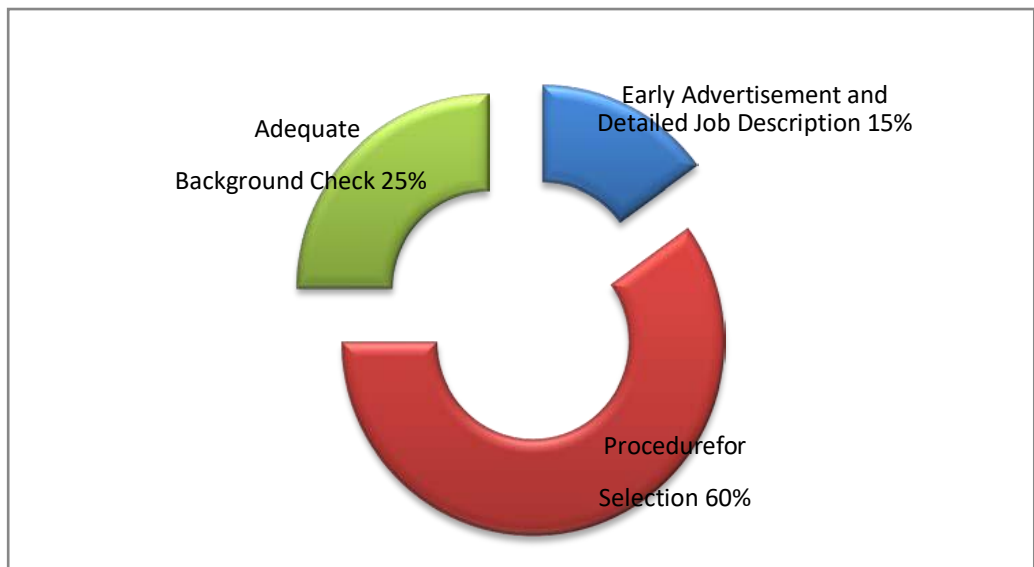
Respondents were asked to give factors that will help improve recruitment and selection practices at CTSL, answers are as follows;

Three (3) respondents emphasized that vacancies should be advertised early and should be detailed enough for prospective applicants to assess themselves whether they can do the job required of them. Respondents reiterated that vacancies are not made public in time and the duties and roles are most often not properly specified.

Twelve (12) respondents stated that the procedure for selection of potential employees should be strictly adhered to. Respondents explained that job requirement and its relevant experience should be adopted in the selection

of new recruits which cost little and more so time saving as such people spends little or no time during orientation.

Five (5) respondents stated that adequate background check on all potential employees should be the order of the day. Respondents explained that the department should not solely rely on the qualifications and experience but lifestyles and background of all would be employees should be checked to make sure the best is being recruited for the bank. Figure 8 illustrates further.



**Figure 8: Factors to Improve Recruitment and Selection Practices at CTSL**

Source: Field survey, Blankson (2019)

### **Staff of Departments**

This section deals with staff of the various departments of the company, questions were asked on recruitment and selection practices and its impact on workers, the number of respondents selected was thirty (30). Responses to selected questions are as follows;

### **Formal Policy for Recruitment and Selection**

All respondents agreed that the company had a formal policy on recruitment and selection.

Eighteen (18) respondents agreed that the policy involved writing an application letter, attaching the right documents, attending an interview only when short listed and interviewed with the right applicants employed.

Twelve (12) respondents also were of the opinion that the foremost policy was that the company has requirements and when one meets the requirement, the individual involved then is entitled to apply for the job and the applicant should be of sound mind and of good character.

### **Effectiveness of Recruitment and Selection Practices of the Company**

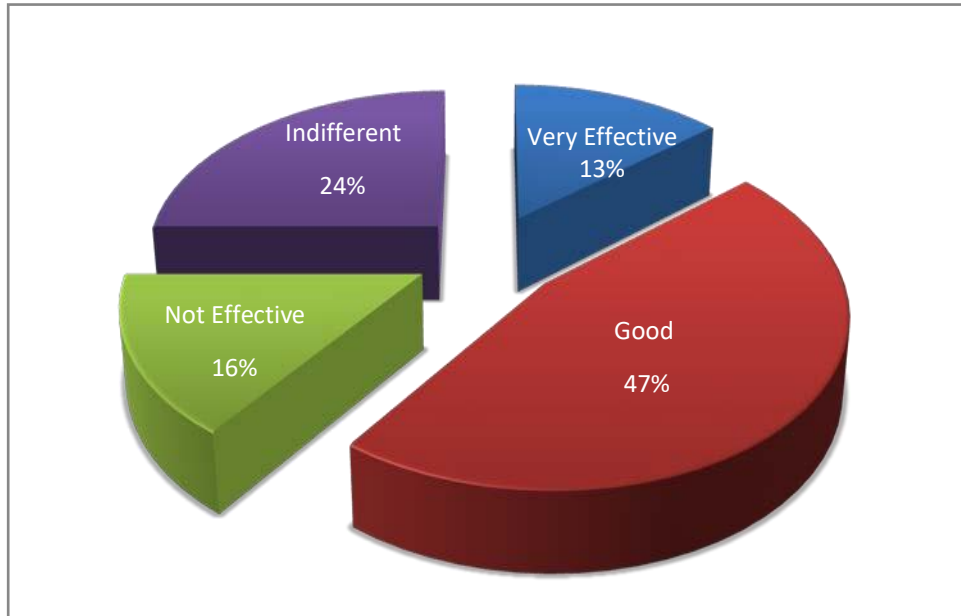
This was to find out from respondents how effective the recruitment and selection practices of CTSL, respondents were to choose one of the following; very effective, good, not effective, indifferent and bad as their answers.

Out of a population of thirty (30), four (4) constituting 13% of the population were of the opinion that the selection and recruitment practices were very effective and that the right materials are employed for the company.

Fourteen (14) respondents believed that the recruiting and selection practices were good, they explained that the methods needed for the right person to be employed are used. These respondents constituted 47% of the population. Six (6) respondents forming 16% of the population were of the opinion that the recruitment and selection practices of the company were not effective. They explained that these practices always give room to favouritism especially with employee referrals while some are employed without necessarily going through all the right procedures.



Another six (7) respondents were however indifferent to the question that the recruitment and selection practices were effective or otherwise. They constituted 24% of the total population. Figure 9 throws more light on the discussion.



**Figure 9: Effectiveness of Recruitment and Selection Practices of CTSL**

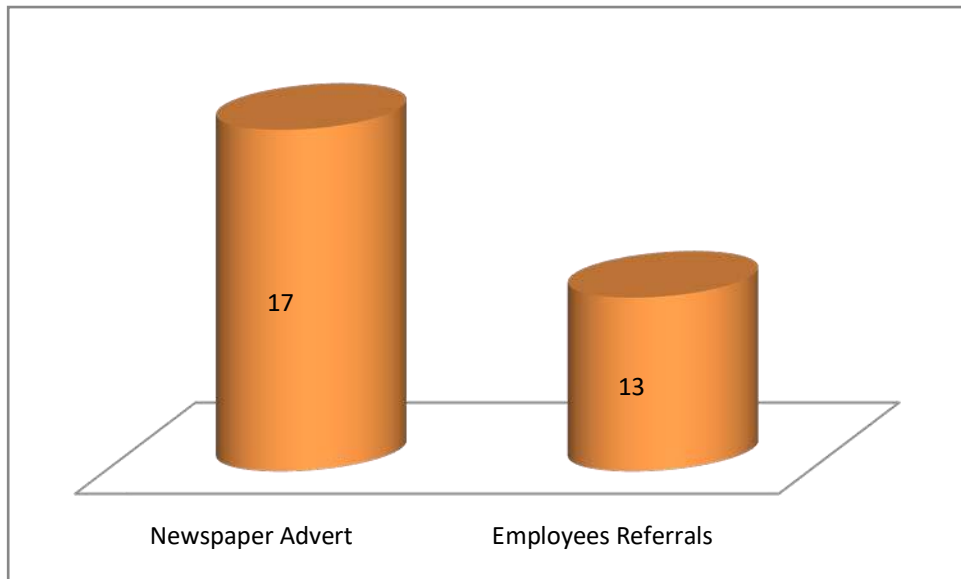
Source: Field survey, Blankson (2019)

Respondents were further asked if job vacancies are made or open to the general public, out of thirty (30) respondents, nineteen (19) answered in the affirmative while eleven (11) answered no, that job vacancies are not made public.

Respondents were then asked to give the methods through which vacancies are made available, their answers are as follows;

Seventeen (17) respondents stated that the company uses newspaper adverts to advertise for job vacancies, preferable state-owned newspapers are used for this.

Thirteen (13) respondents stated that employee referrals are used in the selection of new employees. Figure 4.10 throws more light on the discussion.



**Figure 10: Methods used in Recruiting and Selection**

Source: Field survey, Blankson (2019)

It is realized from Figure 10 that responses are more than the number of sampled respondents; this is as a result of respondents selecting more than one response in relation to the question asked.

### **How Respondents were Selected and Employed**

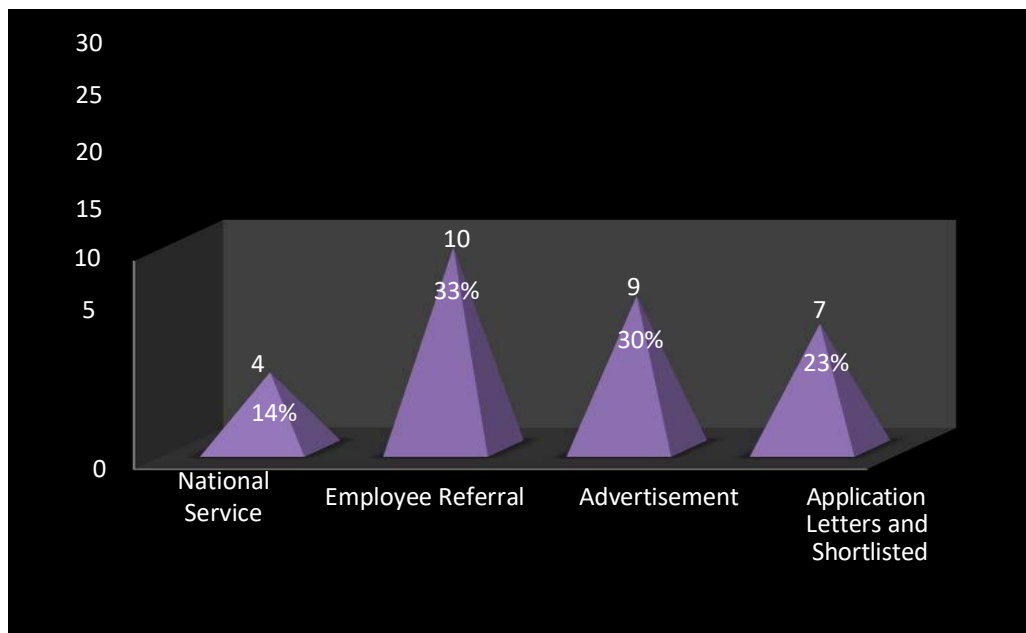
This was to find out from respondents how they were recruited and selected, thus by what means, answers from respondents are as follows;

From the sample size of thirty (30), four (4) were recruited after having served as national service personnel. Respondents stated that they got to know of the vacancies while serving as national service personnel. These respondents constituted 14% of the total population.

Seven (7) respondents who constituted 23% of the population wrote application letters to the company, they were shortlisted and invited for an interview. 30% of the population responded that they answered an advertisement in the dailies on positions that were vacant. Nine (9) respondents

in all agreed to this.

The majority of ten (10) respondents constituting 33% of the population were employed or applied for jobs through employee referrals. Respondents stated that they were informed by their relatives and friends of vacant positions at the bank which they applied for and were employed. Figure 11 explains further.



**Figure 11: How Respondents were Selected and Employed**

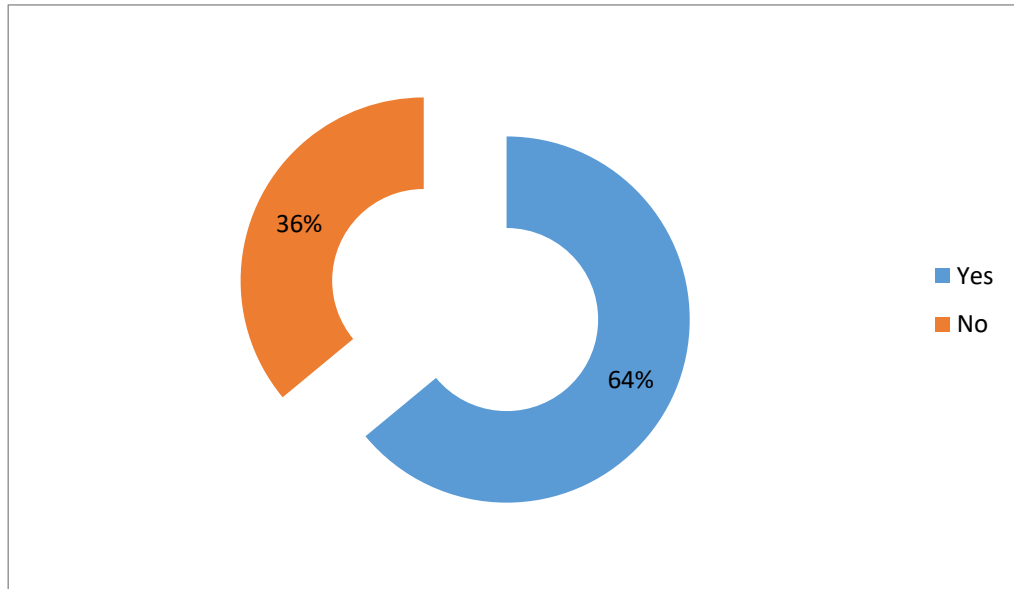
Source: Field survey, Blankson (2019)

From the discussions and Figure 11 above it is realized that employee referrals play an important role in the selection process of the Company in recruiting new employees followed by advertisement as the both constituted over 60% of the method used in the selection and recruitment process.

### **Recruitment and selection Practices and Performance**

This was to find out from respondents if the selection and recruitment practices had affected their performance, responses are as follows; Out of thirty (30) respondents, twenty-one (21) answered that ‘yes’ the selection practices

had affected their performance while nine (9) answered in the negative that it has not affected their performance. Figure 4.12 illustrates respondents' responses.



**Figure 12: Impact of Recruitment and Selection Practices on Employees Performance**

Source: Field survey, Blankson (2019)

Respondents who answered in the affirmative explained that most of them would not have been able to perform their duties if not for the recruitment and selection methods. Others explained that the orientation and job training given them has added to their stock of knowledge.

Respondents who answered 'no' explained that the selection and recruitment practices had no bearing on what they were doing at the moment; this makes their work difficult and hampers performance at work.

The recruitment of new employees helps to demonstrate a company's aspirations, highlighting the skills and attitudes to which it attaches the highest priority. Companies can only succeed in the long-term if they recruit and motivate people who are able to respond to and shape the challenges of the

future. While at the same time employees can perform when they are developed or given the needed attention to perform. Job orientation and training is not enough to enhance performance, motivation, feedback and appraisals can help improve performance (Walker, 1990).

Respondents were further asked if there were equal opportunities for all potential employees, out of thirty respondents, seventeen (17) agreed that there were equal opportunity for all while thirteen(13) disagreed that there existed equal opportunity as some potential employees already know their fate before interviews are conducted, thus there is favouritism on the part of some would be employees.

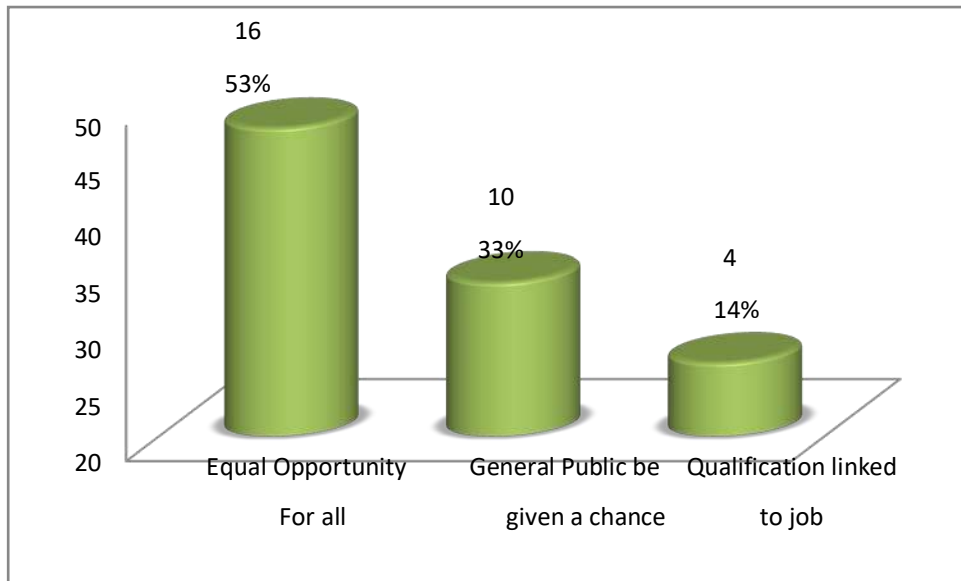
### **Improving Recruitment and Selection Practices at CTSL**

The researcher wanted to find out from respondents how recruitment and selection practices or processes could be improved at CTSL, answers from respondents are as follows;

The majority of sixteen (16) respondents were of the opinion that all applicants should be given an equal opportunity of being selected and treated fairly while all favouritism and biases are eliminated to ensure that all get a fair chance of being selected and employed at the company.

Ten (10) respondents were of the opinion that the general public should be made aware through advertisement for all to apply while at the same time given an equal opportunity.

Finally, four (4) respondents stated that job orientation and applicants with the right qualifications should be given the opportunity. Respondents explained that though job orientations are often done for new recruits, qualification should be linked with the job. Figure 13 further explains.



**Figure 13: Improving Recruitment and Selection Practices at CTSL**

Source: Field survey, Blankson (2019)

#### Statistical Test of Hypothesis

The three-hypothesis used for the paper was tested at 95% confidence level (or 5% level of significance) and the probability value (PV). The decision rule is that, if the PV is less than 0.05, we reject the null hypothesis. However, if the PV was found to be greater than 0.05, we accept the null hypothesis.

**Hypothesis One**  $H_{01}$ : there is no significant relationship between CTSL recruitment and selection processes (use of Employee referral recruitment method) and company performance.

**Table 2: T-test Result on the relationship between the use of company’s recruitment and selection methods (use of Employee referral recruitment method) and employees’ commitment**

Test Value = 0.05					
T	Df	Probability value (2-tailed)	Mean Difference	95% Confidence Interval of the difference	
				Lower	Upper
21.853	149	.000	2.41667	2.1981	2.6352

Source: Researcher’s Computation, 2019

From table 2, it was discovered that the t-statistic value gave 21.85, and a PV of 0.000. Since the PV of 0.000 is less than 0.05 at 5% level of significance, we thus reject the first null hypothesis, and conclude that there is a significant relationship between the use of company’s recruitment and selection method (use of Employee referral recruitment method) and employee commitment.

**Hypothesis Two** H<sub>02</sub>: there is significant relationship between CTSL recruitment and selection processes (use of employment agency) and company performance

**Table 3: T-test Result on relationship between the company’s recruitment and selection method (use of employment agency) and the company’s productivity**

Test Value = 0.05					
T	Df	Probability value (2-tailed)	Mean Difference	95% Confidence Interval of the difference	
				Lower	Upper
19.857	149	.000	2.13667	1.9240	2.3493

Source: Researcher’s Computation, 2019

From table 3, that the t-statistic value gave 19.857, and a PV of 0.000. Since the PV of 0.000 is less than 0.05 at 5% level of significance, we then reject the second null hypothesis, and conclude that there is a significant relationship between the use of the company’s recruitment and selection method (use of employment agency) and employee productivity.

**Summary of Findings**

It was interesting to see the various perspectives on each of the topics discussed in the questionnaire with the different participants. It was observed that the organisation was strict on the qualifications it sought. It was evident

from the findings that the organisation recruited and selected in order to meet its objectives. It also came out that the organisation was an innovative technology company, so therefore it recruited and selected potential employees with specific qualifications to suit the roles of the business. This in turn demonstrated that it sought skills based around customer service. The organisation indicated that there was a lot of diversity in its work force and that is what makes the culture of the company very strong. Growth was a long-term vision and a clear objective for the organisation, as it was looking to expand into different markets around the country. The importance of the recruitment and selection process stood out in the organisation. In order for the organisation to target its objectives it was evident that strategic human resource management was a focal element in their business.



## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### Introduction

The purpose of this chapter is to round off the study with summary of findings, conclusion and recommendations. The conclusions would be made from the analysis and the objectives of the research.

#### Key Findings

The following are the major findings from the study:

#### Recruitment and Selection Practices of CTSL

The research revealed that CTSL policy or practice on recruiting and selection was based on several units; the first is the internal recruitment and invitations from applicants from the general public. The first is analysis of the various departments to find out if there are vacancies to be filled. The various departments search within its staff to find competent members to fill job vacancies. When that fails, employee referrals are used where employees are allowed to recommend potential employees for the various departments.

The second stage is where the company source for employees through agencies that helps in recruiting people for the company. The other is through the general advertisement in the dailies where the general public can all apply for the positions available. Shortlisted applicants are then invited for an interview and subsequent selection. Some of the methods used in recruiting and selection of employees are through employee's referrals, employment agencies, professional associations and through adverts in the various dailies.

The research also revealed that the company had structured ways of selecting new employees. The first is that potential employees must have the necessary or right educational background before they qualify for an interview which is the next stage once a potential employee is shortlisted. Training and orientation is the next stage if an individual is selected or recruited.

### **Effectiveness of Recruitment and Selection Practices of CTSL**

The analysis realized that 13% of the respondents were of the opinion that selection and recruiting practices were very effective as the right material are always employed, majority of respondents believed that these practices were good and they constituted 47%. It shows that 13% percent of the respondents agreed that these measures were effective. The other 40% were either indifferent or believed that these measures were not effective and the reasons raised included favouritism and bias towards potential employees.

More so it was realized that factors such as work experience, academic qualifications, interviews and test used in selecting employees makes the selecting and recruitment practices very effective in selecting the best for the company.

### **Recruitment and selection practices and performance**

The study revealed that recruitment and selection practices have improved performance of employees and the company, 64% of respondents stated that the selection and recruitment process has helped them improve upon their performance at the company and in what they do. It was also revealed that orientation and subsequent job training had added to their stock of knowledge of most employees which help them effectively carry out their duties.

Respondents from HR department on the other had stated that the selection and recruiting method had led to the employment of competent staff while at the same time selection practices help give the chance to employ qualified candidates.

In spite of the above some respondents were of the view that the recruitment and selection practices have not improved performance as orientation and job training are general and most often not linked with the job.

### **Challenges Associated with Recruitment and Selection Practices of CTSL**

A common problem in recruitment and selection is poor HR planning. The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labour market are important in recruiting and deploying appropriate employees at the right time. (Kaplan and Norton, 2004) despite the above it was realized that CTSL is faced with other challenges in its recruitment and selection practices.

The major challenge facing CTSL in its recruiting and selection practices is lack of key talents in the job market for specialized areas within the company. CTSL as a financial institution deals in normal technological activities which needs specialized skills in order to serve its customers and such skills from the study is lacking thereby affecting the performance of the company.

Competition is another challenge facing CTSL in its recruiting and selection practices. The IT market in the country is now very competitive

thereby there is a rush for those with the experience and skills to help the various institutions float and have competitive advantage over others. This therefore makes the competition for skilled labour in the field difficult.

Labour turnover is another challenge faced by CTSL in its recruitment and selection practices. From the survey it was realized some employees immediately after employment vacate or leave their post and take on a different one leading to a loss to the company, the challenge is therefore how to retain such employees once they are employed.

### **Ways to Improve Recruitment and Selection Practices at CTSL**

The analysis revealed that CTSL has policies and practices with regards to recruiting and selection of employees, the following were given to help improve upon such practices.

Respondents stated that the procedure for recruiting and selection should be strictly followed in order to ensure that the right materials are provided for the company. Procedures such as educational or academic qualification, experience and interviews all help select the best of candidates for the company. More so, it was realized that equal opportunities should be given to all applicants who apply for jobs at CTSL to help ensure fairness in the selection procedure and not to hand others undue advantage over others.

Moreover, it was realized that to make the selection and recruitment procedure complete qualifications should be stressed and should also be linked with the job to be done as most qualifications do not much the job to be done.

## **Conclusions**

The focus of recruitment and selection is to match the capabilities of prospective candidates against the demands and rewards inherent in a given job. For this reason, top performing companies devote considerable resources and energy to creating high quality selection systems. Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success. The quality of new recruits depends upon an organization's recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the caliber of candidates attracted. From the analysis, recruitment and selection is of prime importance to CTSL in order to get the best of employees, however, it faces lots of challenges in its quest to recruit its workforce.

The issue of employee referrals seems to place unfair advantage over others, as more often than not; they are favoured compared to those who use a different channel. From the analysis it was realized that, more employee referrals are employed than those who apply in directly or through the agencies. Despite these challenges it was realized that these measures (recruitment and selection practices) have been effective in the selection of employees for CTSL even though much needs to be done to enhance it. Recruitment and selection of employees to a greater extent determines the performance of an institution and it is of great importance if institutions want to achieve their goals.

## **Recommendations**

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

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

All applicants must be treated fairly; issues of favouritism should be avoided while giving the chance to all. Employee referrals though a good idea should be minimized to cater for a certain number of people rather than a whole scale opportunity. That gives room to favouritism and at times employment of individuals who might not contribute meaningfully to organizational output. The human resource department should appraise employees to help them give off their best and help improve performance of employees; this will always keep employees on their toes to give off their best.

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

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## APPENDICES

### APPENDIX A: QUESTIONNAIRE FOR HUMAN RESOURCE

#### DEPARTMENT

This questionnaire is designed to gain understanding of recruitment and selection practices at CTSL. Kindly complete this questionnaire as objectively as possible. The information given out is solely for academic purpose and would be treated as confidential. Thank you.

Write or tick (  ) the appropriate response to each of the question

#### Section A: Personal Data

1. Sex  
Male   
Female
2. How long have you been working at CTSL Company?
  - a. less than 1 year
  - b. 1 – 6 years
  - c. 7 – 12 years
  - d. 13 – 18 years
  - e. 19 years and above
3. Which of the qualifications below do you possess?
  - a. HND
  - b. 1<sup>st</sup> Degree
  - c. 2<sup>nd</sup> Degree
  - d. Others .....

**Section B: Recruitment and Selection**

4. Do you have any formal policy for the recruitment and selection of employees? Yes [ ] No [ ]
5. If yes to above, briefly state the policy  
.....  
.....  
.....
6. Does CTSL outline job analysis (i.e. duties, responsibilities, skills etc. required for a particular job) before advertising vacancies for employment? Yes [ ] No [ ]
7. Does CTSL rely on any agent(s) for the recruitment and selection of employees for your organization? Yes [ ] No [ ]
8. If yes to the above, state the agent (s)  
.....  
.....  
.....
9. When vacancies occur, are existing employees considered?  
Yes [ ] No [ ]
10. Are job vacancies made open to the general public?  
Yes [ ] No [ ]
11. Which of these methods of recruitment are applicable to the CTSL?  
You may select more than one.
  - a. Radio advert [ ]
  - b. TV advert [ ]
  - c. Newspaper advert [ ]
  - d. Professional association(s) [ ]
  - e. Employment agencies [ ]

- f. Employee referrals [  ]
  - g. Other(s) specify.....
12. Does the company have structured recruitment and selection practices in place for new employees?  
Yes [  ]                      No [  ]
13. If yes to question 12, what are these recruitment and selection practices?  
.....  
.....
14. Which of these factor(s) are mostly considered for recruitment and selection of employees? You may select more than one.
- a. Academic qualifications [  ]
  - b. Work experience [  ]
  - c. Interview [  ]
  - d. Test [  ]
  - e. Other(s) specify.....
15. Are there equal opportunities for all would-be (potential) employees when it comes to recruitment and selection?  
Yes [  ]                      No [  ]
16. If no to question 15, why?  
.....  
.....  
.....  
.....
17. Are these recruitment and selection practices able to give you the needed and qualified candidates to fill the vacancies?  
Yes [  ]                      No [  ]

18. If no to the above question, why?  
.....  
.....
19. Have these recruitment and selection practices led to the employment of competent staff?  
Yes [ ]                      No [ ]
20. If your answer is no, please give reasons .....  
.....  
.....
21. Is there a situation where management circumvents (i.e. divert from) the formal recruitment and selection practices?  
Yes [ ]                      No [ ]
22. If yes, why so?  
.....  
.....  
.....
23. What are some of the challenges CTSL associated with your recruitment and selection practices?  
.....  
.....  
.....  
.....
24. What factors will improve recruitment and selection practices at the CTSL, Takoradi?  
.....  
.....  
.....

## APPENDIX B: QUESTIONNAIRE FOR STAFF/EMPLOYEES

This questionnaire is designed to gain understanding of recruitment and selection practices at CTSL. Kindly complete this questionnaire as objectively as possible. The information given out is solely for academic purpose and would be treated as confidential. Thank you.

Write or tick (  $\sqrt{\quad}$  ) the appropriate response to each of the question

### Section A: Personal Data

1. Sex  
Male [  ]  
Female [  ]
2. How long have you been working in your organization?
  - a. less than 1 year [  ]
  - b. 1 – 6 years [  ]
  - c. 7 – 12 years [  ]
  - d. 13 – 18 years [  ]
  - e. 19 years and above [  ]
3. Which of the qualifications below do you possess?
  - a. M.S.L.C. [  ]
  - b. 'O' Level [  ]
  - c. 'A' Level [  ]
  - d. HND [  ]
  - e. 1<sup>st</sup> Degree
  - f. Others specify.....

**Section B: Recruitment and Selection**

4. Are you aware of any formal policy for the recruitment and selection of employees? Yes [  ]  
No [  ]
  
5. If yes to question 4, please state some of these policies?  
.....  
.....  
.....
  
6. How effective are the recruitment and selection practices of CTSL?  
a. Very Effective [  ] b. Good [  ] c. Not Effective [  ] d. Indifferent [  ] e.  
Bad [  ]
  
7. Do you know whether the company performs any job analysis (i.e. duties, responsibilities, skills etc. required for a particular job) before advertising vacancies for employment?  
Yes [  ]  
No [  ]
  
8. Does the company have any agent(s) that recruits and selects employees? Yes [  ]  
No [  ]
  
9. If yes, please name the agency.....  
.....  
.....
  
10. Are job vacancies made open to the general public?  
Yes [  ]  
No [  ]

11. If yes to above question, which of these methods of recruitment and selection practices are applicable to the company? You may select more than one.
- a. Radio advert [  ]
  - b. TV advert [  ]
  - c. Newspaper advert [  ]
  - d. Professional association(s) [  ]
  - e. Employment agencies [  ]
  - f. Employee referrals [  ]
  - g. Other(s) specify.....  
.....  
.....
12. How were you recruited and selected?.....  
.....
13. What is your impression about the recruitment and selection practices at CTSL?  
.....  
.....
14. Has the recruitment and selection practices of CTSL affected your performance?  
a. Yes [  ]  
b. No [  ]
15. Explain answer  
.....  
.....  
.....
16. Are there equal opportunities for all would-be (potential) employees to your organization?  
a. Yes [  ]  
b. No [  ]



17. If no to question 13, why? Give reasons

.....  
.....  
.....

18. How can recruitment and selection practices at CTSL be improved?

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