

UNIVERSITY OF CAPE COAST

EVALUATION OF EMPLOYEE RECRUITMENT AND SELECTION
PRACTICES OF SELECTED COMMERCIAL BANKS IN CAPE COAST

METROPOLIS

BY

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Business, University of Cape Coast in partial fulfilment of the requirements
for the award Master of Business Administration degree in Human Resource
Management

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DECLARATION

Candidate's Declaration

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

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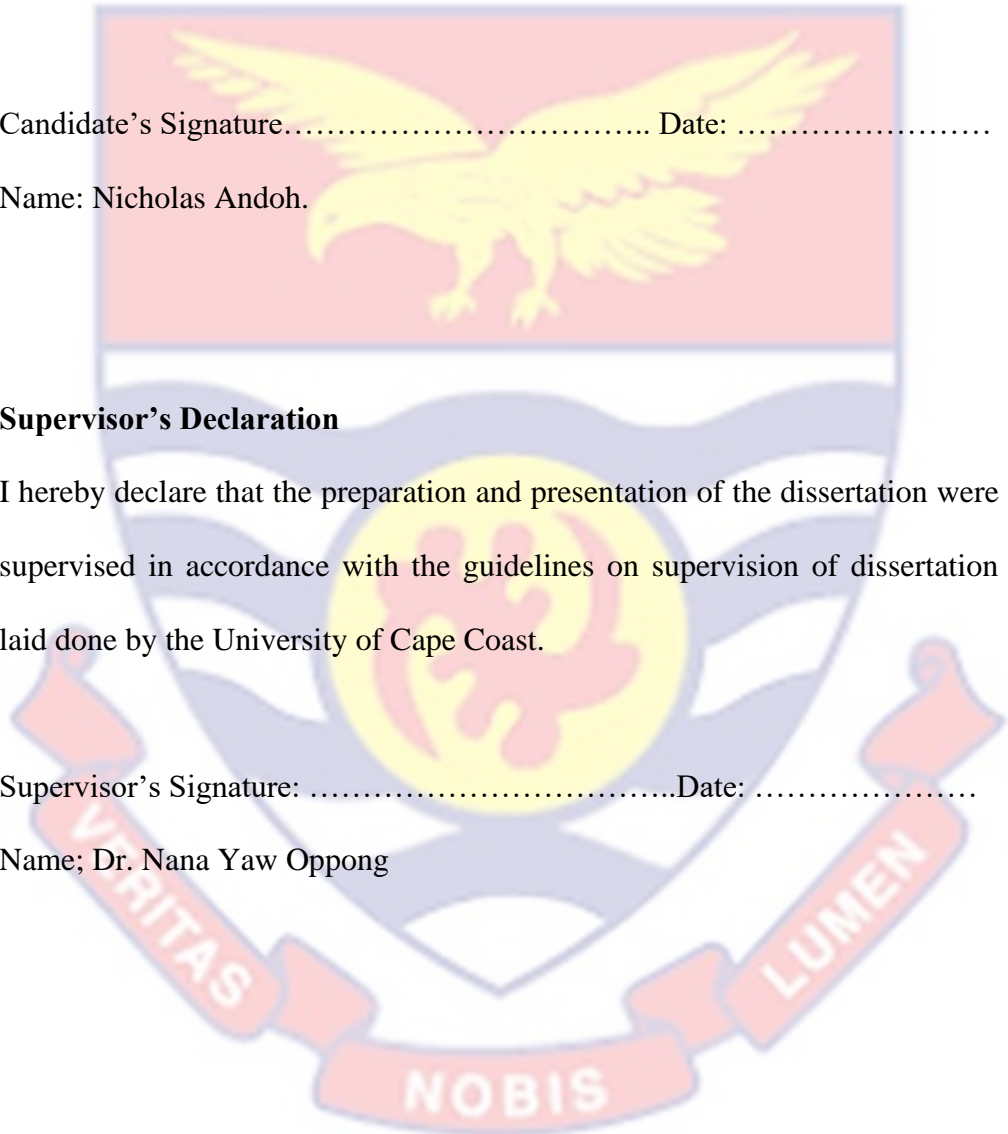
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Supervisor's Declaration

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

Supervisor's Signature:Date:

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ABSTRACT

The main purpose of the study was to evaluate the employee recruitment and selection practices of commercial banks in Cape Coast Metropolis. More specifically the study sought to ascertain whether the banks have employee selection policy, examine the employee recruitment and selection methods applied by the commercial banks, and evaluate the methods. Simple random sampling was used to select one hundred and twenty (120) respondents for the study. Management and Human Resource Managers were included in the study due to their role in the selection process. Responses were gathered through the use of questionnaires and an interview guide. Descriptive statistics such as frequency table and pie chart were used to analyze the data.

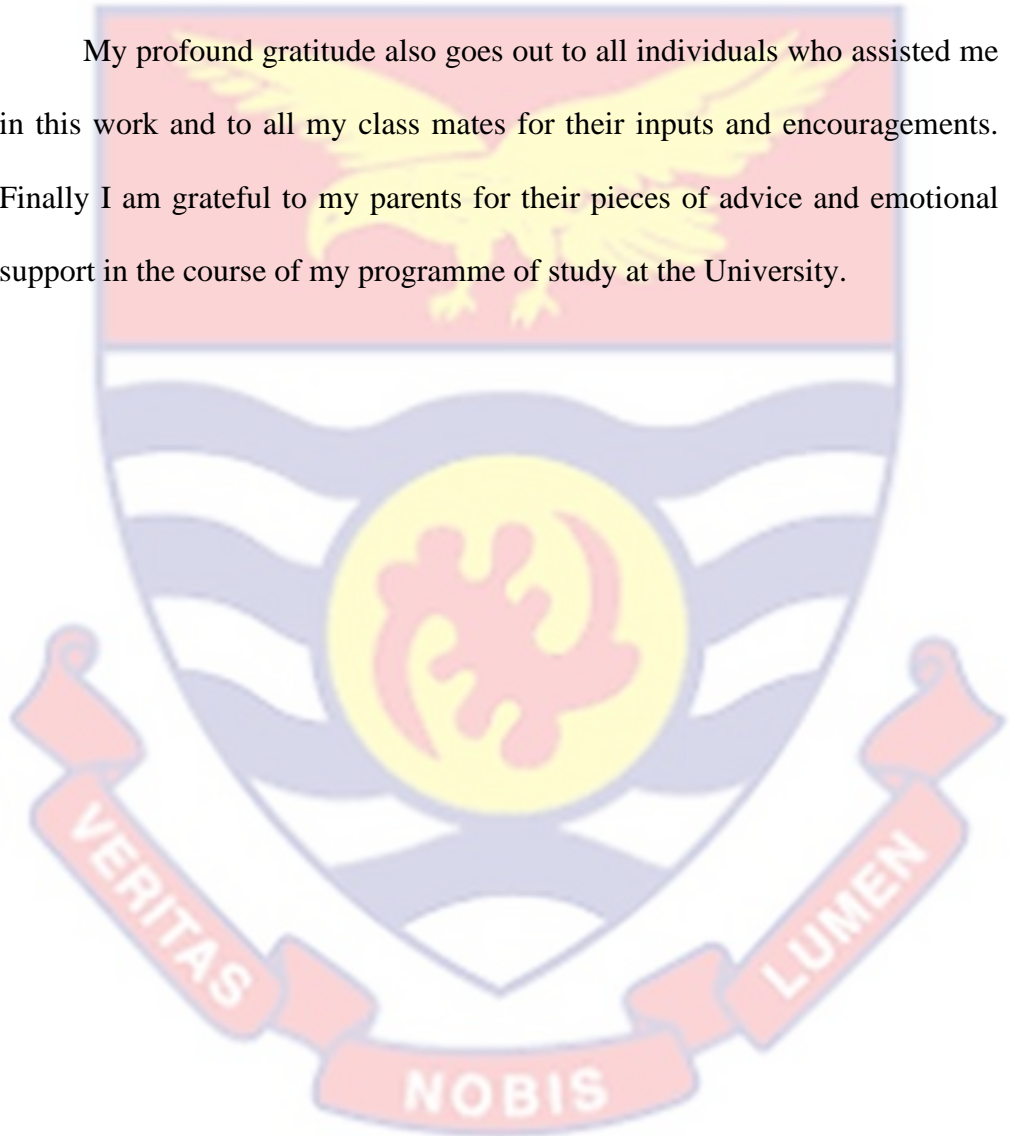
The study revealed that the selection methods that were used by the commercial banks in their selection process included preliminary screening, application blank, short-listing, employment test, interview and reference checks. Findings were that the banks did not employ workers of the banks without employing rigorous selection methods. The results also revealed that the banks have recruitment and selection policy to guide their recruitment and selection practices. However majority of the employees did not know the contents of the policy. All potential employees were discriminated objectively using the same requirements.

The study recommends that the recruitment policy of the banks and its contents should be made known to all employees and the potential applicants.

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DEDICATION

To my wife, children, family members and friends.



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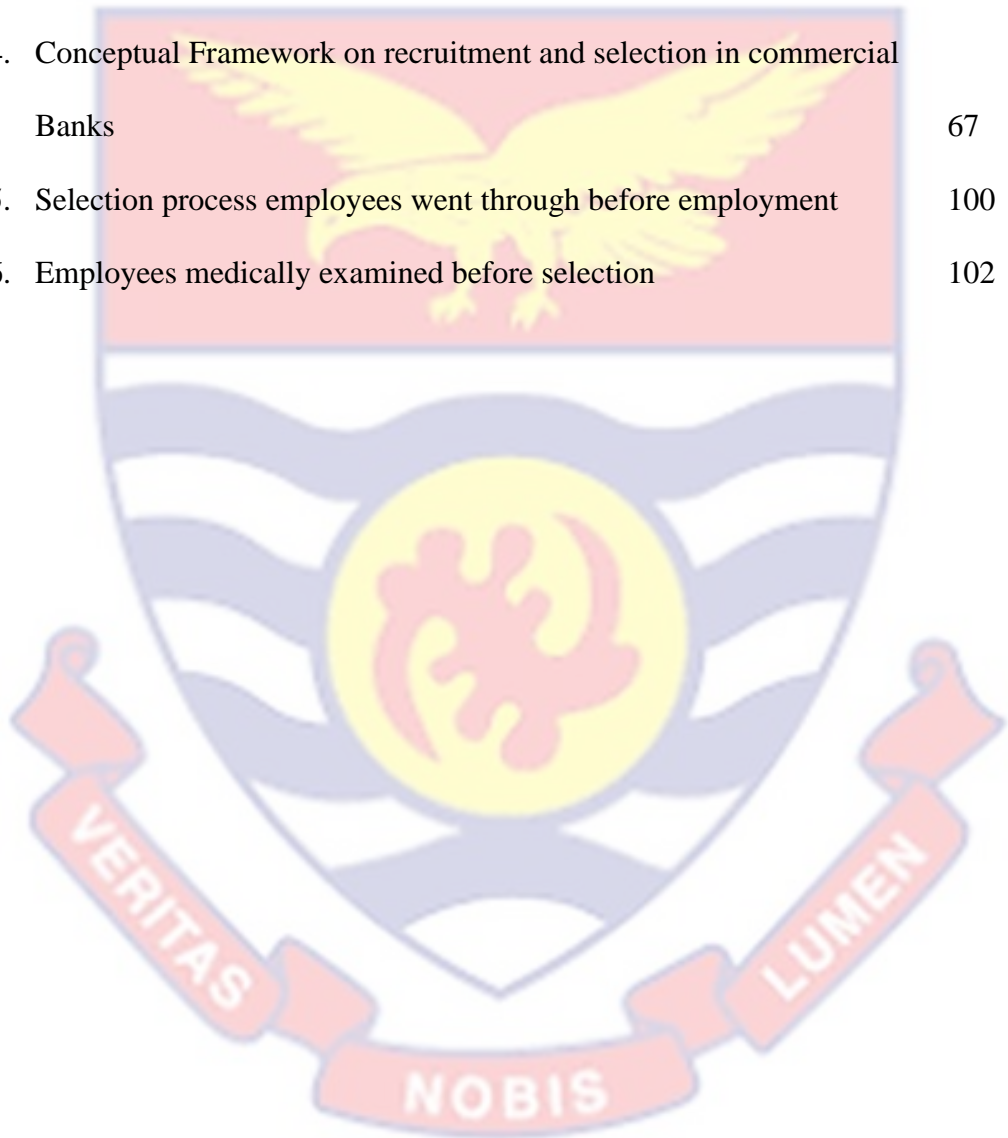


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LIST OF ACRONYMS

ADB Agricultural Development Bank

GN Groupe Nduom

GCB Ghana Commercial Bank

HR Human Resource

NIB National Investment Bank

PB Prudential Bank

ZB Zenith bank



CHAPTER ONE

INTRODUCTION

Background to the study

The importance and immense contribution of human resource to organizations cannot be overemphasized. One of the most significant developments in the field of organizations in recent times is the increasing importance given to human resource. People are vital to organizations because they offer perspectives, values and attributes to organizational life; and when managed effectively, these human traits can be of considerable benefits to the organization.

As revealed in Djabatey (2012) this scenario lends credence to the increasing attention being paid to the people aspect of organizational wealth. This is so because the development of people, their competencies, and the process development of the total organization are the fulcrum of human resource management (Mullins, 1999; Djabatey, 2012). Akin to this development is the contention in National University of Ireland (2006) that the continued growth of the enterprise depends on its ability to recruit and select high quality personnel at all levels. While recruitment is the process of identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment, selection begins when the right caliber of candidates are identified (Walker, 2009).

However, most recruitment and selection processes have elements of subjective judgment inherent in them. Experience shows that a successful

appointment can produce results which impact favourably on the wider aspects of organizational life while a poor one can have damaging effects on the organization in which it is made. However, the recruitment and selection of employees also provides an opportunity for the organization to present itself in a favourable light (National University of Ireland, 2006).

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 re-hiring 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 labor 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 firms. 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).

However, 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 (Osemeke, 2012).

Available literature has argued that the success of the enterprise is directly linked to the performance of those who work for that business. By the same token, under-achievement can be a result of workplace failures. Because hiring the wrong people can be costly and it is important that conscious efforts are put into human resource planning (Biles & Holmberg, 1980; Djabatey, 2012). It has also been argued that in order for the enterprise to build and sustain the competitive advantage, proper staffing is critical (Djabatey, 2012). Thus, recruitment and selection have become imperative in organizations because individuals need to be attracted on a timely basis, in sufficient numbers and with appropriate qualifications. Finding the right employees both in numbers and quality will thus form one of the core duties of the human resource department in the respective banks through the workforce strategic

planning processes where information regarding how many employees are needed and their categories known.

Armstrong (1998) submits that the processes of acquiring the human resources required in an organization call for an initial analysis of the strategic objective of an organisation and the human resources required. The essence according to the writer is to identify the shortage of any specific skills required to ensure effective and efficient operations of organisations. Often when the analysis of manpower needs reveals a shortage of specific skills such as accountants, middle level managers. In such cases, the personnel executive must identify potentially good sources of supply and then efforts must be made to attract candidates who have the requisite skills to the organization. This can be achieved by using proper recruitment and selection methods. The recruitment and selection programs should be professionally designed and among other considerations, special care should be taken to ensure compliance with equal employment opportunity regulations. Therefore, this study sets to examine and evaluate recruitment and selection practices of commercial banks in cape Coast metropolis.

Statement of the problem

In this modern competitive business environment, the success of the organization depends on the caliber of the manpower that steers the day to day operations of the organization. Human resource plays important role in effective utilization of other resources. When these resources are strategically placed they can provide innovative solutions and ensure that organizations achieve competitive advantage.

However, as a result of globalization, economic growth and shortage of skilled labour, many organizations including banks are finding it difficult to retain valued employees (Yamamoto, 2011). Even though it is the desire of every organization to attract and select the best human resource in order to channel their collective efforts and make the organization very competitive. However, unconventional selection practices affect the selection process and the quality of the organization's staff leading to inefficiencies and low profitability.

According to Froschheiser (2008) putting the wrong person in the wrong position just to fill the vacancy can have dire consequences on the organization in terms of poor employee morale, low productivity and lost opportunities. The impact on your company's bottom line can be staggering. As a result of this along with the increasing demand for organizations to secure a sustainable source of competitive advantage, there is increasing pressure being placed on organizations to introduce effective recruitment practices. Froschheiser (2008) argued that recruitment and selection processes are considered critical to organisational success because they enable organizations and businesses to have high potential employees who become satisfied with their jobs and contribute positively to the banks success.

On the contrary, Hay Group (2004) claim that poor recruitment and selection processes often result in mis-matches which can have negative consequences for an organisation. Effective recruitment and selection processes are therefore not only the first step towards organizational success but are important cost control mechanisms (Hay Group, 2004). Being

conversant with the ground rules for recruiting is therefore extremely important if the process is not to be flawed from the very beginning.

Several studies in Ghana have been conducted on recruitment and retention, issues and challenges of recruitment. However, the studies failed to delve into recruitment policies of the organizations, recruitment and selection methods as a means of getting the Human resources into the organizations.

The current study therefore, sought to evaluate the recruitment and selection practices of the commercial banks in Cape Coast metropolis. Specifically, to ascertain whether commercial banks in Cape Coast have employee recruitment and selection policies that constitute the code of conducts which banks follow in search of possible recruits that are needed in the banks, the study would further look at recruitment and selection methods applied by these banks. Finally, the study would evaluate the selection practices and offer recommendation.

Objectives of the study

The general objective of the study was to evaluate the employee recruitment and selection practices of the commercial banks in Cape Coast metropolis. Specifically, the study sought to;

1. Ascertain whether commercial banks in Cape Coast have employees' recruitment and selection policy they follow in selecting their employees.
2. Ascertain the employees' awareness of the recruitment and selection policies and its contents.
3. Examine the recruitment methods applied by commercial banks in attracting potentially qualified applicants.

4. Describe the selection methods applied by the banks in selecting the right candidate for a job.
5. Evaluate the recruitment and selection practices applied by the banks in selecting the right candidate for a job.

Research questions

The study was guided by the following research questions;

1. What are the employee recruitment and selection policy by the banks in selecting their employees?
2. What are the awareness of employees of commercial banks in Cape Coast regarding the recruitment and selection policies and its contents?
3. What are the recruitment methods applied by commercial banks in attracting potential qualified applicants?
4. What are the selection methods applied by the selected banks in employing the right candidate for a job?
5. How effective are the selection methods applied by the selected banks in employing the right candidate for a job?

Significance of the study

The study is worth undertaking because it will assist the commercial banks and other financial institutions to plan well in advance for their Human Resource needs and adopt a sound employee selection practices devoid of favoritism. Another significant aspect of the study is that it will unearth the challenges associated with selecting qualified staff in the banking industry and make recommendation of how these challenges can be overcome. The study

will also add to the existing literature and the stock of books already written on selection practices. Furthermore, the study will serve as a reference for those who want to conduct similar research in this area.

The scope of the study

The study is restricted to the evaluation of the employee recruitment and selection practices of commercial banks in Cape Coast metropolis. Basically, ascertain whether commercial banks in Cape Coast have employee recruitment and selection policy, ascertain employees' awareness of the policies and its contents, examine the recruitment methods and evaluate selection methods as well. The study covers the staff of GN Banks, G. C. Bank, Agricultural Development Bank, National Investment bank, Zenith Bank, Unibank and Prudential Bank. However, the study does not cover other commercial banks in Cape Coast Metropolis due to the difficulty in getting information from them.

Organization of the study

The study is organized into five chapters. The introductory chapter focuses on the background to the study, the statement of the problem, research objectives, research questions, significance of the study, the scope of the study and organization of the study. Chapter Two, deals with a review of related literature to the study. Chapter Three discusses the methodology adopted for the study. Issues such as population of the selected bank, sample and sampling procedures, data collection instrument, data collection procedures, and sources of data are also discussed. Chapter Four focuses on data analysis and

discussions. The concluding chapter that is chapter five provides a summary of the major finding as well as conclusion and recommendations of the study.



CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

This chapter critically examines and reviews the related literature that deals with the objective of the study. The study basically, reviewed literature on employee selection theories, definition of selection, recruitment and selection policy, selection process, selection methods, effectiveness of selection methods. In this modern business environment organizations compete fiercely in the war for talent (Pulakos, 2005). Many invest huge amount of money, time and other resources in advertising and recruiting strategies to attract and select the best candidates. This is because today's executives understand that one of the most important resources in organizations if not the most important is the human resources.

Yet, when it comes to actually assessing which job candidates are likely to perform most effectively and make the most significant contributions, a large number of organizations employ rudimentary and haphazard approaches to selecting their workforces (Pulakos, 2005). He argued that, this represents a serious disconnect for organizations that purport to have a strategic focus on increasing their competitive advantage through effective talent management.

Pulakos (2005) noted that, the disconnect stems from the fact that many organizations fail to use scientifically proven selection methods to make selection decisions, even though such assessments have been shown to result in significant productivity increases, cost savings, decreases in attrition and other critical organizational outcomes that translate into literally millions of dollars. Thus, there are real and very substantial financial results associated with using effective assessments to guide selection decisions. George and Jones (2006) add that effective acquisition and utilization of an organization's human resources is central to the growth, viability and survival of any organization.

THEORETICAL FRAMEWORK

This study rests on Human Capital Theory, Equity Theory and human capital.

Human capital theory

People and their collective skills, abilities and experience, coupled with their ability 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 (Armstrong, 2006 ; Armstrong & Baron 2002). This is the premise in the human capital theory. It underlines that people possess innate abilities, behavior and personal energy and these elements make up the human capital they bring to their work, (Armstrong, 2006; Davenport 1999). It is indeed the knowledge, skills and abilities of individuals that create value.

Armstrong (2009) explains that, individuals generate, retain and use knowledge and skill (human capital) and create intellectual capital. Their knowledge is further enhanced by the interactions between them (social capital) and generates the institutionalized knowledge which organizations possess (organizational capital). Davenport (1999) comments that; People possess innate abilities, behaviours and personal energy and these elements make up the human capital they bring to their work. And it is they, not their employers, who own this capital and decide when, how and where they will contribute it. In other words they can make choices. Work is a two-way exchange of value, not a one-way exploitation of an asset by its owner. It is indeed the knowledge, skills and abilities of individuals that create value that is why the focus has to be on means of attracting, retaining, developing and maintaining the human capital they represent (Armstrong, 2009).

The human capital theory considers people as assets and stresses that the investment in people by organizations will bring worthwhile returns. Armstrong (2009) points out clearly that the human capital theory is closely linked to the Resource Based View (RBV) of firms Barney (1991).

Equity Theory

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 indentifying 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).

Human capital

The human capital of an organization consists of the people who work there and on whom the success of the business depends. Human capital has been defined by Bontis, Dragonetti, Jacobsos and Roos (1999) as follows: ‘Human capital represents the human factor in the organization; the combined intelligence, skills and expertise that gives the organization its distinctive character. The human elements of the organization are those that are capable of learning, changing, innovating and providing the creative thrust which if properly motivated can ensure the long-term survival of the organization.’ Human capital can be regarded as the prime asset of an organization, and businesses need to invest in that asset to ensure their survival and growth. HRM aims to ensure that the organization obtains and retains the skilled, committed and well-motivated workforce it needs.

This means taking steps to assess and satisfy future people needs and to enhance and develop the inherent capacities of people their contributions, potential and employ ability by providing learning and continuous development opportunities. It involves the operation of 'rigorous recruitment and selection procedures, performance-contingent incentive compensation systems, and management development and training activities linked to the needs of the business' (Becker, Huselid, Picus & Spratt, 1997).

It also means engaging in talent management – the process of acquiring and nurturing talent, wherever it is and wherever it is needed, by using a number of interdependent HRM policies and practices in the fields of resourcing, learning and development, performance management and succession planning.

Recruitment and selection as a management phenomenon

Recruitment and selection form an essential part of small and large businesses alike, as without employees, many businesses would have difficulty in maintaining their existence, nor would employees gain employment without their interlocking dependence and 'discourse' of interrelatedness and existence. While some authors treat recruitment and selection as inseparable, or even in some cases the same thing, others do identify differing levels of separation.

Griffen (2006) elucidated that management is a process of managing the resources of an organization. These resources are financial, physical, information and human. Mathis and Jackson (2010) hold the view that, of all resources available to organizations, humans are the glue that hold or bind the other resources. This therefore means that without the right human resources

most organizations would be found wanting. Ineffective recruitment has a number of cost implications for employers: workers can have a low morale which can affect employees' performance; lost of business opportunities, and high levels of labour turnover. Findings from the Chartered Institute of Personnel and Development Recruitment and Retention (2006) survey puts the cost of staff turnover at around £12,500 for managerial and professional staff (CIPD, 2006).

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 so that the people and the organization can select each other in their best short and long term interest. Newell and Shackleton (2000) view recruitment as a process of attracting people who might make a contribution an organization while Barber (1998) puts it that recruitment includes those practices or activities carried out by an organization with the purpose of identifying and attracting potential employees.

Rynes (1990) suggests that recruitment encompasses all organizational practices and decisions that affect either the number, or types of individual willing to apply and accept a vacancy. From the above definitions provided the underlying objective of recruitment is to identify and attract employees. The recruitment process provides the organization with a collection of potentially qualified job candidates from which selection can be made to fill vacancies in the organization. An analysis of the future needs of the organization is considered when the organizations embark on a recruitment process.

Bratton and Gold (2007), point out that recruitment and selection practices involve two interrelated processes. They hold the view that recruitment is the process of generating a pool of capable people to apply for employment to an organization while selection is the process by which specific instruments are employed to choose from a pool of applicants “most suitable for the job taking into consideration, management goals and 13 legal requirements. Bratton and Gold (2007) emphasize that recruitment therefore provides the organization with a pool of potentially qualified candidates from which selection can be made to fill job openings hence recruitment and selection are therefore a crucial part of organizational success. Bratton and Gold (2003) define selection as the process by which manager and others use specific instruments to choose from a pool of applicants the person that is likely to succeed in the job while Stone (1995) view selection as choosing from available candidates the individual that is most likely to perform successfully in the job.

Recruitment and selection policy

Vacancies do arise in an organization as a result of the creation of new job positions, promotions, dismissals and resignations or through natural wastage (death and retirement). This makes continuous recruitment and selection inevitable. To make the best hiring choice banks or companies must make commitment to the importance of hiring process instead of rushing through it. Creating recruitment policies is the first step.

According to Cole (1996), recruitment and selection policy constitute the code of conduct that an organization is prepared to follow in its search for

recruits in the job market. In his view, Cole (1996) maintains that the purpose is to ensure that the organization will attract and retain the most highly qualified workforce available to them in a cost-effective and timely manner. It is the intention of all organization with such a policy to make known information about their employment opportunities to the largest practicable number of person necessary to ensure compliance of their contents; attractions of new employees, and recognition and development of current employees.

A scrutiny of the rationale for companies having recruitment and selection policy packages is that, the policies not only contend with just identifying and attracting suitable candidate into the organization; rather they also move further to addressing the retention of employees through the creation of enabling work environments that motivate and develop employees' competencies, knowledge, skills and abilities (Asare-Bediako, 2002). Sound recruitment policies that are respected by all and sundry, particularly management will help eliminate expensive errors of judgment and procedure that management often face. The policies may cover preferred sources of recruitment that may in turn determine how vacancies are made known. The total labour market is expensive, any single organization need to draw only a fraction of the total. The size and the nature of the fraction that applies in an organizational vacancies will be affected by how and to whom the organization communicates its messages (Noe & Raymond, 2003).

According to Asare-Bediako (2002), if the policy of an organization is to recruit from within its own members to fill vacant positions, then the policy governing the mode of communication or announcement of vacant positions will be restricted to its workers. Job opening is usually announced to

employees through notice board, newsletters, circulars, memos, bulletins gate-posting or by word of mouth. By this, eligible workers will take advantage of the job opening and apply. On the other hand, if the policy is to recruit from outside the organization, then it is required that vacancies are made known to the general public, through newspapers journals radio and television. However, whether the recruitment policy favours internal or external candidates, a thorough study of the vacancy and its requirement is usually done and particular positions are set out in the form of job descriptions and person specification (Armstrong, 2003).

Definitions and concept of recruitment and selection

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).

According to Barber (1998) recruitment includes those practices and activities carried on by the organization with the primary purpose of identifying and attracting potential employees. Newell and Shackleton (2000) refer to recruitment as the process of attracting people who might make a contribution to the particular organization. Costello (2006) defined recruitment 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.

Rynes (1990) suggested that recruitment encompasses all organizational practices and decisions that affect either the number, or types, of individuals who are willing to apply for, or to accept, a given vacancy (Russo et al., 1995). Rynes (1991) also suggested that job and organizational attributes may be the dominant factors in applicant attraction; and that applicant perception of job and organizational attributes, such as compensation, the work environment, internal career paths and the type of work, have a positive direct effect on applicant attraction to firms (Turban et al., 1998). These definitions pinpoint a primary objective of recruitment, and that is to identify and attract future employees. 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. Effective 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 talents.

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. Whereas recruitment is aimed at attracting individuals to an organization, selection is aimed at identifying the most qualified from among those individuals. Bratton and Gold (2003) define

selection as the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons most likely to succeed in the job(s), given management goals and legal requirements. Stone (2005) defines selection as choosing from the available candidates the individual predicted to be most likely to perform successfully in the job.

However, Rynes, Bretz and Gerhart (1991) suggest that applicants can be wooed not only through improved job attributes, but also through better-planned and more attentive recruitment procedures (Stoops, 1984) and in line with this Russo et al., (1995) suggested that professional and efficient recruitment procedures not only shorten vacancy duration but also improve the quality of the applicants hired. 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.

Recruitment and selection practices

Recruitment and selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of workers. It frequently forms an important part of

the work of human resource managers or designated specialists within work organizations. However, recruitment and selection decisions are often for good reason taken by non-specialists, by the line managers. There is, therefore, an important sense in which it is the responsibility of all managers, and where human resource departments exist, it may be that HR managers play more of a supporting advisory role to those people who will supervise or in other ways work with the new employee.

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

Mullins (1999) indicated that to be a high performing organization, human resource management must be able to assist the organization to place the right person in the right job. The human resource management practices include recruitment, selection, placement, evaluation, training and development, compensation and benefits, and retention of the employees of an

organization. Businesses have developed human resource information systems that support: (i) recruitment, selection, and hiring, (ii) job placement, (iii) performance appraisals, (iv) employee benefits analysis, (v) training and development, and (vi) health, safety, and security. The first few activities of human resource management are recruiting and selecting which deal with the actions concerned, and the recruiting is also less frequently alerted in human resource information system recently. Besides, e-recruitment on the web being the current trend for the recruitment and selection processes can further distinguish many activities of the processes.

Dessler (2000) lists the essence of these in the following; build a pool of candidates for the job, have the applicants fill out application forms, utilize various selection techniques to identify viable job candidates, send one or more viable job candidates to their supervisor, have the candidate(s) go through selection interviews, and determine to which candidate(s) an offer should be made.

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, Huall, Robertson, (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.

According to Jackson et al., (2009) recruitment involves searching for and obtaining qualified applicants for the organization to consider when filling job openings. The aim of this plan is to buttress the assertion of Richardson (2012), which states that acquiring high quality staff is critical to an organizations success. The proposed plan is in two parts that is the recruitment process and methods and selection process and method



Figure 1 Staff recruitment and selection plan

Source: Richardson (2012)

The recruitment process, shown in Figure 1 is the first process, followed by the selection process.

Sources of recruitment

Full-cycle recruiting is a term used by human resources specialists who manage the recruitment process from start to finish as shown in Figure 2 Full-cycle recruiting begins with sourcing candidates, which means looking for prospective applicants whose qualifications might be suitable for the job openings you have.

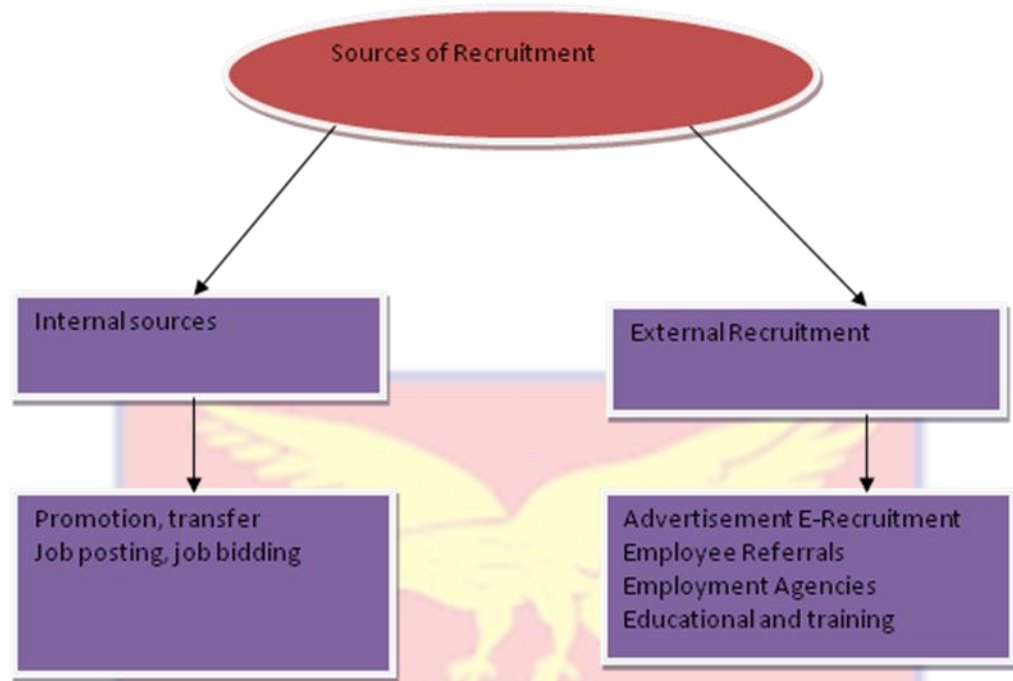


Figure 2 Sources of recruitment

Source: Prashant (2009)

Every organization has the option of choosing the candidates for its recruitment processes from two kinds of sources: internal and external sources. The sources within the organization itself (like transfer of employees from one department to other, promotions) to fill a position are known as the internal sources of recruitment. Recruiting candidates from all the other sources (such as outsourcing agencies etc.) are known as the external sources of recruitment.

Internal and external recruitment

Internal and external labour markets are the two sources of labour supply available for organizations. Internal recruitment relates to a situation where a vacancy is filled by a person already working within the organization. Internal sources refer to recruiting employees from within the organization. In

deciding requirement of employees, initial consideration should be given to a company's current employees, which is concerned with internal recruitment. They include those who are already available on the pay roll of the company. This is important source of recruitment as it provides opportunities for better development and utilization of existing human resources in the organization.

Armstrong (2000) proposed that first consideration should be given to internal candidates, although some organizations with powerful equal opportunity policies (often local authorities) insist that all internal candidates should apply for vacancies on the same footing as external candidates. Correspondingly, the term external recruitment is used when a new employee is hired from outside the organization. The current corporate culture, competition in the market and the type of vacancy will determine which one of these sources is applied. Neither one can be solely defined as the best way to recruit since their use should be evaluated on the basis of the current situation and the post (Kauhanen, 2004, p. 68).

Armstrong and Taylor (2014, p. 228) argue that in most cases recruitment is first done internally before expanding it to cover external sources as well. From the employer's point of view, internal recruitment is a more profitable way to recruit due to its cost-effectiveness and speed as there is no necessity for expensive job advertisements or for long application periods (Dessler, 2011, 185; Östeberg, 2014, 93). In addition, internal recruits are able to start working sooner in the new position and require less training as they are already familiar with the corporate culture and operations.

Another advantage is that current employees are aware of career development opportunities and therefore internal recruitment increases

employees' motivation and engagement with the organization. Finally the internal applicants are already familiar with the recruiters which lowers the risk of an error recruitment (Lepak & Gowan, 2010, 154; Österberg, 2014, p. 93).

The main disadvantage of internal recruitment is that the pool of candidates is limited and the best candidate for the position may be someone outside the organization (Lepak & Gowan, 2010, p. 154). Difficulties occur also in situations where a former member of a team is hired to manage the same team he used to work in. In these cases a strong management program is required to facilitate the adaptation (Österberg, 2014, p. 93).

In addition, internal applicants who got rejected may suffer from low motivation or even resign. They are also more likely to express claims of unfair discrimination and that is why the recruiting organization has to go into detail in describing the selection criteria and ensuring the fairness of the process (Torrington, Hall, Taylor & Atkinson, 2009, 50; Foot & Hook 2011, 164; Österberg, 2014, 92; Markkanen, 2005, 59). Replacing an old employee with a new one is not always required as there are several ways to reorganise work (Österberg, 2014, p. 92).

Firstly, the position could be filled within the organization by promoting an employee who has performed well, has experience from the field and whose qualifications correspond to the requirements of the post. Aspects of recruitment under internal sources are as follows:

Promotions

It refers to promoting or upgrading an employee who is already existed in the pay roll and contributed to the organizational performance. It is shifting an employee to a higher position with high responsibilities, facilities, status and pay. Usually, many companies fill higher job vacancies by promoting employees who are considered fit for such positions. This is due to fact that it has a great psychological impact over other employees for their motivation towards better performance. Internal recruitment efforts very often result in promotions. Promotion signifies reward for past performance and encourages employees in their efforts (Sherman, Bohlander, & Snell, 1998).

Transfers

Transfer is a lateral shift causing movement of individuals from one position to another. Langseth (1995) considered transfers as being effected when the need for people in one job or department is reduced or increased, if the work load reduced employees would want to relocate to other areas where they can have enough tasks to perform. Under it, employees are recruited internally through transfer from one work place to another. It refers to the process of interchanging the job duties and responsibilities of employees from one place to another or from one department to another without any promotion in their position or grade. It is a good source of generating qualified employees from over-staffed departments (Keshav, 2013).

Job Posting

Job posting is an open invitation to all employees in an organization to apply for the vacant position. It provides an equal opportunity to all employees currently working in the organization. Today it has become a very common practice in many organizations across the world. Under this, vacancy announcement is made through bulletin boards or in lists available to all employees. Interested employees, then apply for the post being advertised. In this way, it has become one of the cost saving techniques of recruitment (Keshav, 2013).

Job bidding

It is more effective when it is part of a career development program in which employees are made aware of opportunities available to them within the organization. For example, HR departments may provide new employees with literature on job progression that describes the lines of job advancement, training requirements for each job, and skills and abilities needed as they move up the job-progression ladder.

Another option, although not as widely used, is rotation of work. External recruitment brings new ideas and skills to the organization. New recruits have a fresh perspective and they can assist the organization to adopt new ways of doing business. The greatest advantage of external recruitment is presented when an organization needs to acquire new talent or competence. New recruits bring talent, diversity and always re-shape the culture and relationships within the organization. Furthermore, recruiting someone from a competing organization may provide the recruiting organization with valuable

business secrets or ideas (Lepak & Gowan, 2010, p. 160). As regards to the disadvantages, external recruitment is slow and an expensive source of labour supply as procedures commonly take longer due to a bigger pool of candidates. New employees acquired outside the organization have to be trained and usually they are not familiar neither with the corporate culture nor its operations. There is also a higher risk of resigning if a new employee does not feel comfortable in the organization. In addition, current employees may lose their motivation if an outsider prevented a promotion for them as new employee is always blocking career opportunities for someone else (Kauhanen, 2004, p. 69).

Organizations may publish their vacancies both externally and internally at the same time. Undoubtedly this method provides the best pool of candidates and equal opportunities for all candidates (Kauhanen, 2006, p. 73). In this case an organization has to apply the same selection methods and criteria for all candidates without favouring the internal ones. Internal candidates may feel offended if they are obliged to conduct selection tests and interviews. Moreover, the recruiting organization has to clearly point out that even if the internal candidates are not selected for the vacancy they applied, they are still qualified for the position they now hold (Torrington et al., 2009, 49).

External Sources of recruitment

External sources of recruitment refer to attracting applicants from outside a particular organization to fill vacant positions. Like internal sources, they are useful to attracting competent applicants to apply for advertised

positions in various organizations. Broad varieties of methods are available for external recruiting. Organizations should fully assess the kinds of positions they want to fill and select the recruiting methods that are likely to reduce the best results. External source of recruitment include advertisement, e-recruitment, employment agencies, labour office, education and training establishment (Beardwell, 2007; Cober & Brown, 2006). Details of these sources are discussed in this section.

Advertisement

The most common form of external sources of recruitment. Organizations advertise vacant position on both electronic print and media to access a larger pool of applicants. As cited by Nel et al., (2009:226), an advertisement has communication as its basic underlying principle and it should be worded in a manner that triggers responses from job seekers. Recruiters should formulate the wording of advertisements in a manner that is not discriminatory. Advertisements are expensive but attract a larger pool of applicants than internal recruitment processes. It is, however, more difficult to evaluate external applicant than those that are already employed within the organizations. According to Armstrong (2006), the objectives of an advertisement should be to:

Attract attention-it must compete for the interest of potential candidates against other employers; Create and maintain interest – it has to communicate in an attractive and interesting way information about the job, the company, the terms and conditions of employment and the qualifications required; Stimulate action – the message needs to be conveyed in a manner

that will not only focus people's eyes on the advertisement but also encourage them to read to the end, as well as prompt a sufficient number of replies from good candidates (Armstrong, 2006).

E-Recruitment

Online recruitment uses web-based tools such as a firm's public internet site or its own intranet to recruit staff. The processes of e-recruitment consist of attracting, screening and tracking applicants, selecting, and offering jobs or rejecting candidates. Cappelli (2001) has estimated it that it costs only about one-twentieth, as much to hire someone online. The internet has become a way for employers to display company image and advantages over competitors (Rotella, 2000). Many internet users know the difficulty, frustration and inefficiencies of sorting through information to find applicable and useful material. However, many companies find it difficult to integrate the Internet with their existing systems (Brake & Lawrence 2000).

Employee Referrals

An employee referral program is a system where existing employees recommend prospective candidates for the job offered, and in some organizations if the suggested candidate is hired, the employee receives a cash bonus. Under this method, a candidate is appointed on the recommendation of some currently working employees. Hence, the HR managers of various companies depend on the present employees for reference of the candidates for various jobs. This source reduces the cost and time required for recruitment. Further, this source enhances the effectiveness of recruitment. HR

managers offer various incentives/rewards including cash incentives to the current employees for referring the best candidates (Rajarao, 2010).

Employment Agencies

Employment agencies, sometimes referred to as labour brokers, even though they can face criticism from labour unions in Ghana, tend to be fast and efficient in recruiting applicants for specialized positions. For a fee collected from either the employee or the employer, usually the employer, these agencies do some preliminary screening for the organization and put that organization in touch with applicants. Private employment agencies differ considerably in the level of service, costs, policies, and types of applicants they provide. Employers can reduce the range of possible problems from these sources by giving a precise definition of the position to be filled (Sims, 2002).

Labour Offices

Labour Offices are sources of certain types of workers. In some industries, such as construction, unions have traditionally supplied workers to employers. A labor pool is generally available through a union, and workers can be dispatched to particular jobs to meet the needs of the employers. In some instances, the union can control or influence recruiting and staffing needs. An organization with a strong union may have less flexibility than a nonunion company in deciding who will be hired and where that person will be placed. Unions also can work to an employer's advantage through cooperative staffing programs, as they do in the building and printing industries (Keshav, 2013).

Educational and Training Establishments

Managers of organizations may visit educational institutions such as universities and colleges to attract top students, especially during their final years of study to apply for vacant positions. This method of recruitment also referred to as campus recruiting and is one of the cheapest methods of recruitment. It introduces final year students to the institution. The recruiter normally makes a presentation to final year students and invites desirable students to visit public institutions exposing them to different areas within the organization (Nel et al., 2009, p. 227).

As with any recruiting method, hiring from outside an organization instead of promoting from within the company carries both advantages and disadvantages. Some of the advantages are:

When an organization recruits externally, it opens the organization up to a larger pool of applicants, which increases its chance to find the right person for the job. Looking outside the organization also allows a company to target the key players that may make its competition successful. Hiring a candidate with a proven record of accomplishment for the competition allows the company to get an insider's view as to what the competition is doing to be successful. This gives the organization a chance to stay a step ahead of the competition.

- External recruitment provides an opportunity for a fresh outlook on the industry that a company may need to stay competitive.

- Bringing in fresh talent from the outside can help motivate the current employees to produce and achieve more in hopes of obtaining the next promotional opportunity.
- Hiring an external candidate also opens up many opportunities to find experienced and highly qualified and skilled candidates who will help a company meet its diversity requirements.
- The biggest advantage of external recruitment is that the company has no limited supply of candidates and can choose employees all over the world.

Selection definition

Mondy (2010), refers to selection as the process of choosing from a group of applicants those individuals best suited for a particular position in an organization. Whereas the recruitment process is aligned to encourage individuals to seek employment with the organization, the selection process is to identify and employ the best qualified and suitable individuals for specific positions. Traditionally, it was assumed that organizations could choose amongst applicants and that they would accept all job offers.

However, attracting a large number of applicants was not the problem, but recruiting the right applicants became the main concern amongst employers (Branine, 2008). With the oversupply of unskilled applicants (Nzukuma & Bussin, 2011), it can be assumed that employers would be very careful before selecting any applicants. Employer decisions about the selection of employees are central to the operation of organizations and to a series of outcomes that matter to individuals, organizations, and society. Mathis and

Jackson (2006), define selection as the process of selecting the most suitable applicants. The process, according to them, is guided by predetermined selection criteria such as job descriptions, job specifications and job profiling and commences after the recruitment process has been completed. Robbins et al., (2001), point out that the objective of the selection process is to match the applicants' ability, knowledge, skills and experience with job requirements in a fair and legal manner. This means that selection panels, in their quest to select applicants with potential. Perhaps the most basic question in this area is why employers engage in selection efforts at all.

Manthis and Jackson (2004), similarly see selection as the process of choosing individuals who have the needed qualifications to fill job vacancies in an organization. To them without qualified employees an organization is less likely to succeed. George and Jones (2011) opined that selection process should help managers to determine the relative qualification of job applicant and their potential for performing well in a particular job. They argued that before recruiting and selecting employees, managers should engage in human resource planning and job analysis that will identify the tasks, duties and responsibilities that make up a job and the knowledge and skills needed to perform the job.

Armstrong (2009), submits that the aim of selection is to assess the suitability of candidates by predicting the extent to which the candidates will be able to deciding on the degree to which the characteristics of applicants in terms of their competencies, experience, qualification, education and training match the person specifications. Acheampong (2006) stressed that selection process aims at matching prospective employees to the jobs they have applied

for. He notes that the selection process is very crucial in human resource development because if the task of employee-job-fit is not achieved then both the organization and the individual worker would suffer. The objective of selection process is to hire individual who will have the potential to be successful on the job as measured by the formal evaluation process of the organization (Rebore, 2011). The cost of selecting employees is a major expenditure for most organizations. He argues that if the process does not produce effective employees the cost to the organization is often incalculable because of inadequate performance (Rebore, 2011).

In the light of the above definitions, it can be concluded that selection is the process of testing and gathering information to decide the right candidate to hire for a job.

Selection process

Selection for employment is a process with a number of hurdles a candidate must pass. Employer decisions about the selection of employees are central to the operation of organizations and to a series of outcomes that matter to individuals, organizations, and society. Perhaps the most basic question in this area is why employers engage in selection efforts at all. Managers who are involved in hiring employees need to understand the skills and abilities that are required in a particular job and determine which candidates have those capabilities. Interviews, reference checks, tests, applications and résumés can all help identify differences among candidates. Managers can make their selection decisions with a fuller awareness of the applicants' strengths and weaknesses (Tjosvold & Newman, 2003).

According to Cole (2002), selection involves the process of choosing the most suitable applicant or candidate to fill a vacancy in an organization. It is not only a matter of satisfying this need of filling a vacant position, but also an activity, which influences the shape of the company's future. This is reflected in the significant principles, functions and processes that are essential to the effective selection of people in any organization.

Contributing to the subject matter, Stonner and Freeman (1989) observe that selection is a process of appointing people to occupy vacant positions in an organization. They contend that the process involves mutual decision-making. The organization decides whether or not to make a job offer and how attractive the offer should be. Thus, the authors are of the view that the objective of selection is to get individuals who will prove successful on the job, the objective which is in line with the views expressed by Rebores (1982), cited earlier. Byars and Rue (2011) also added that the objective of the selection process is to choose the individual who can successfully perform the job from the pool of qualified candidates. They further submit that, job analysis, human resource planning and recruitment are necessary prerequisites to the selection process. A breakdown in any of the process can even make the best selection system ineffective.

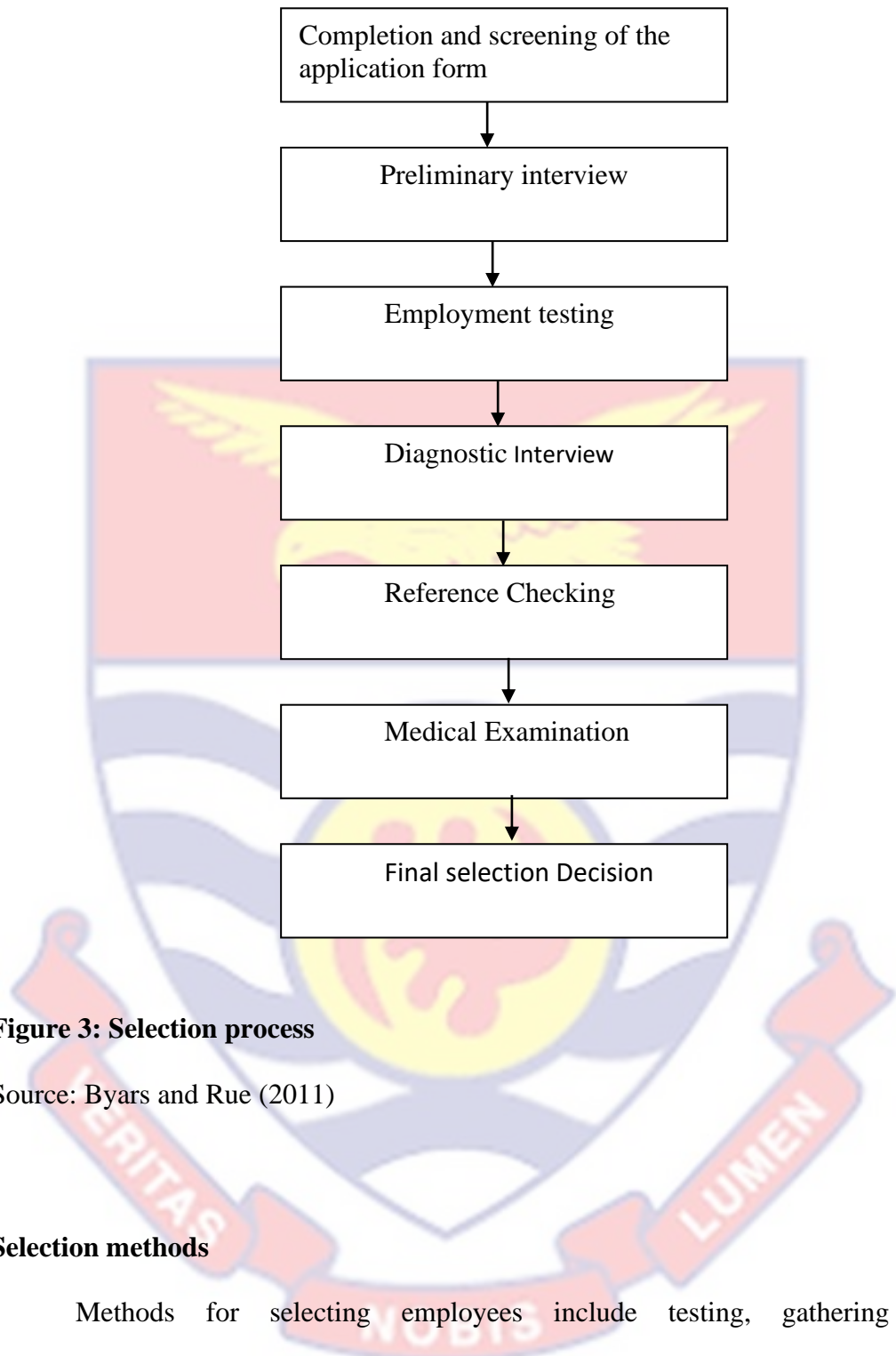


Figure 3: Selection process

Source: Byars and Rue (2011)

Selection methods

Methods for selecting employees include testing, gathering information, and interviewing (Stewart & Brown 2011). The aim of selection methods is to assess the suitability of candidates by predicting the extent to which they will be able to carry out a role successfully. It involves deciding on the degree to which the characteristics of applicants in terms of their competencies, experience, qualifications, education and training match the

person specification. It also involves using this assessment to make a choice between candidates (Armstrong, 2009). The selection methods consist of application forms, interviews, background checks, selection tests and assessment centres (Armstrong, 2009).

Preliminary interview.

According to Rebore (2011) the preliminary interview is generally quite brief and has the object of eliminating the obviously unqualified or unsuitable candidates. He notes that lack of certain requirements in education, training or experience may determine unsuitability. He further maintains that appearance, ability in communication, impression etc of the candidate are quickly evaluated and this saves the candidates the trouble of passing through the remaining steps. Elaborating on this, Byars and Rue (2011) explain that preliminary interview is used to determine whether the applicant's skills, abilities and job preferences match any of the available jobs and their requirement, and to answer any questions the applicant has about the available jobs. They maintained that, it is usually conducted after the applicant has completed the application form. It is generally a brief, explanatory interview that is normally conducted by specialists from the human resource department.

Application forms

The applicants who cross the initial hurdle proceed to fill the application form for the next step Rebore (2011). The application forms enable the organization to obtain written records about the applicants relating to qualifications, experience and other specialization of the applicants. The

application form obtains variety of information about the applicants which help in reaching employment decision. The information may be of demographic nature i.e name, address, age, marital status etc. There are also questions relating to qualifications and experience. The question asked on the form must reflect job description and job specifications. The application form is accompanied by curriculum vitae.

More recently, the application form has been extended by some organizations to play a more significant part in the employment process. One form of extension is to ask for very much detailed information from the candidate. Another extension of the application form usage has been in weighting, or biodata. Anderson (1985) has defined biodata as ‘historical and verifiable pieces of information about an individual in a selection context usually reported on application forms. This method is an attempt to relate the characteristics of applicants to characteristics of successful job holders. This method is to take a large population of job holders and categorise them as good, average, or poor performers, usually on the evaluation of a supervisor. Common characteristics are sought out among the good and poor performers. The degree of correlation is then translated into weighting for evaluating that characteristic as it appears on the application form, the additional biodata form.

The application form on the other hand is a document consisting of a number of questions which the applicant must answer as concisely as possible as there is usually a restriction put on the word count. Numerous authors have identified a number of issues which can arise for organizations who choose to use application forms as a recruitment tool. One of the most highlighted issues

is the fact that the restrictive nature of their design can quite possibly cause excellent candidates to be overlooked.

Another issue which arises with application forms is that organizations often fail to tailor them to identify the skills, competency and knowledge required for the job. Taylor suggests that in order to address this problem and to ensure the effectiveness of application forms as a recruitment tool the best solution is to design separate application forms for each vacancy advertised (2008, p. 259). Although, in theory, this is potentially the best available option for organizations and it is often much more difficult to achieve in reality. Depending on the size of the organization and diversity of roles the organization may have a single uniform application or a small number of applications for different kinds of job families (Roberts, 2009, p. 103).

Short listing

The selection process starts immediately after the receipt of application forms or letters from applicants. The HR department thoroughly evaluates the application forms to find out if the candidates have the right attributes required by the organization. Those who have the necessary attributes and are apparently suitable for the job are short-listed and made to go through the selection process. Derek and Hall (1992) have indicated that short listing of candidates has become one of the problematic issues for the human resources managers in some instances because of small number of applicants. They noted that in other instances advertisements produce extremely large number of applicants. This can be attributed to inadequate specification of the criteria. The conventional method of handling these is to compare key points on the

application form with the personnel specification, but a large number sometimes induces further stage of arbitrary pre-selection on the basis of some additional whimsical criteria.

Interview

The selection interview is the most widespread selection method employed in organizations. According to DeSimone and Harris (1998), interview is a common selection procedure that it is indeed rare to find a company that does not use at least one interview in its selection procedure, and even employees who are hired without going through one become suspicious. It is the most important device in the selection procedure. The interviewer evaluates the information obtained from the blank application form and relates these things to the person's performance at the interview (Beach, 1985).

Interviews are virtually used by all organizations for selection purposes. In support of this, Newell and Tansley (2001), indicate that interviews are by far the most widely used personnel selection procedure. With the use of interviews, managers of organizations get an opportunity to meet the applicants directly. The interview also provides the applicants with an opportunity to also learn more about the public institution. The purpose of the selection interview is to gather as much information and to use such information to arrive at a selection decision (Redman & Wilkinson, 2001; 31). During the interview, panel members (interviewers) normally pose questions to which the interviewee is expected to respond. Responses to the questions are often captured by means of scores as determined the interviewers. The applicant that obtains the highest score is recommended for appointment

(Wilkinson, 2001; 32). Because of interview ambiguity, efforts must be made to ensure that all interviewees are being asked the same questions (Gomez-Majia et al., 2004; 175).

Donnelly (1992) also feels that it is only through interviews that people can be properly selected for a job. He states that there are a number of critical factors governing the selection procedure, mental ability or alertness, physical characteristics, professional qualification, personal characteristics, and social and emotional adjustment. Interview is constructed to find out the following qualities from the prospective employees: Physical make up, attainment, general intelligence, special aptitude, interest, disposition and circumstances. There are three (3) main types of interviews, these are:

Structured (Patterned) interview, which is a type of interview that uses comprehensive questionnaire. In other words, standardized questions are used in this case to generate information. Standardized questions increase validity since they reduce discrepancies resulting from variations in unstructured interviews.

Non-Structured interview (Non-Directive). Here, questions are asked in such a way as to prompt applicants to give information about themselves. The interviewer picks on the applicants' response to ask more questions.

Stressed interview. This is designed to create a stressful situation with all the anxieties and pressures with the aim of seeing how the applicant responds to such a situation. It is used to select people for jobs which call for tolerance and self-control in certain situations. Under this strategy, the interviewer could assume an aggressive or even abusive posture. The objective of such

behaviour of the interviewer is to find out how the applicant could control his temper or behaviour when he is emotionally aroused.

Pilbeam and Corbridge (2006, p.179) describe interviews as a social encounter between an applicant and a representative of an employer and personalises the recruitment and selection process. Van Iddekinge et al., (2004) say that for an interview to be effective the information obtained must satisfy the conditions of reliability and validity. A reliable test is a test which gives reliable measurements at different times and in indifferent circumstances. Interviews cannot always be seen as reliable as a person is trying to measure the human characteristics of the candidate, and each interviewer may interpret the information obtained differently. A valid test is considered to be a test that measures exactly what it is set out to measure. An interview cannot not necessarily be said to be valid as it is trying to measure the employee's suitability to a job just through talking (Van Iddekinge, et al., 2004).

Roberts (2005) claims there are two forms an interview can take, a structured form which focus' on clearly defined questions or an unstructured form which is effectively a chat or discussion which could lead anywhere. According to Barclay (1999) structured interviews have a higher level of success than that of unstructured interviews as the interview process is more focused and job specific, also the information gathered can be compared against other applicants as all applicants are being assessed the same way. Taylor (2008) expresses beliefs that unstructured interviews are not as effective or easily used as each person is being asked different questions and

thus comparison can be very difficult and it will be hard to assess potential candidates fairly and so the perfect fit for the job may be overlooked.

a. Where interviews are viewed as one of the main recruitment and selection tools, organizations must ensure that their interviewer is as unbiased as possible as it is a common belief that “interviewers have a tendency to make up their minds within the first few minutes of the interview and the remainder of the time is spent confirming these first impressions (Pilbeam & Corbridge, 2006, p. 179). Some people believe it is essential to interview as only by these means can they discover whether the applicant is likely to fit in to the organization whether others like him or her and will work well together (Herriot, 1992, p. 435).

b. Taylor (2008) believes that the use of hypothetical questions or scenarios can improve the reliability of an interview as peoples attributes will be easier to see as they talk about doing a certain aspect of the job.

Armstrong (2010) appears to disagree with this form of method as he claims the best way to make judgments on a client is to ask them how they worked or would work, through a certain situation should it arise rather than using hypothetical situations.

c. Throughout the years there have been some criticisms expressed regarding how effective interviewing actually is, but findings from a survey carried out by the CIPD have shown that it remains the most popular recruitment tool employed by managers from all industries and sectors (as cited in Taylor 2008). It is a recruitment practice which applicants generally expect to be put through, and it is a method organizations generally like to use as it is a relatively low cost to carry out one to one interviews (Taylor, 2008).

Wood and Payne (1998) argue that structured interviews have many advantages. Jackson (2000) collaborates when he says that structured interviews are a huge improvement on unstructured interviews. This is because they ask and rate each applicant using the same questions and the same set of behavioural responses makes them much more reliable and comparable than the responses of traditional unstructured interviews. Structured interviews also allow the recruiter to build his interview around the requirements of the job having looked at the job and/or person specifications.

Fletcher (1996) still questions the reliability of interviews as he claims applicants can pre-rehearse interviews and get the ideal answers from many places (books or the internet), thus coning the interviewer. Cottrell (2012) says that interviewing efficiently and effectively requires the interviewers to know exactly what they are looking for, moving the candidates from topic to topic until all parties are satisfied that questions have been asked and answered completely. This is the way in which a successful interviewer will try and conduct an interview so that they have a mean of comparing one candidate from the next.

Cottrell (2012, p. 105) also points out that organizations, and HR managers should “not be afraid to give up the appearance of power in favour of the benefits brought by placing the interview facilitation duties in the hands of a person with talents along this vein will result in leaner operations. The more talented the interviewer, the better chance the organization has of employing the best candidate as the recruiter knows exactly what they are doing. Pendlebury (1970) agrees with this, but adds that trained interviewers are better at interviewing than untrained interviewers as interviewing skills can

be acquired. He also adds that a good interviewer needs to be detached and objective in his assessments and not allow himself to be unduly swayed by possibly irrelevant factors (Pendlebury, 1970, p. 144). Poor interviewing techniques may cause the recruiters to select the wrong candidate which can have many effects on the organization.

Selection tests

Employment testing provides a method for assessing individual characteristics that help some people be more effective employees than others. Tests provide a common set of questions or tasks to be completed by each job applicant. Different types of tests measure knowledge, skill, and ability, as well as other characteristics, such as personality traits (Steward & Brown, 2011) Psychological tests, such as personality test and ability tests, are complex instruments (Foot & Hook 2011) and only experts or trained professionals should design, choose, administrate or interpret them (Armstrong & Taylor, 2014;Torrington et al., 2009).

A test should be designed solely for the use of a certain organization and preferably even for a specific post. The various employment test conducted are the aptitude test, psychomotor test, job knowledge and proficiency test, interest test, personality test, polygraph tests etc. The aim of these tests is to assess the applicants' suitability for selection (Armstrong & Taylor 2014; Torrington et al., 2009).

Employment testing provides a method for assessing individual characteristics that help some people be more effective employees than others. Tests provide a common set of questions or tasks to be completed by each job

applicant. Different types of tests measure knowledge, skill, and ability, as well as other characteristics, such as personality traits. The main aim of selection tests is to give management/employees a fore-knowledge of what an applicant can do on the job by measuring selected psychological factors.

Armstrong (2006) claims that selection tests are used to provide more valid and reliable evidence of levels of intelligence, personality characteristics, abilities, aptitudes and attainments that cannot be obtained from an interview. The most commonly used selection tests in Ghana include performance simulation tests, achievement tests, aptitude tests, personality tests, as well as intelligence tests. For performance simulation tests, they provide the applicant with the opportunity to do the job in a simulated environment. The idea behind performance simulation tests is that the best way to find out if an applicant can do the job successfully is to let him or her actually do it.

Aptitude tests

According to Armstrong (2009) aptitude tests are job-specific tests designed to predict the potential an individual has to perform tasks within a job. They typically take the form of work sample tests, which replicate an important aspect of the actual work the candidate will have to do, such as using a keyboard or carrying out a skilled task such as repair work. They can cover different areas as clerical aptitude, numerical aptitude, mechanical aptitude and dexterity. Byars and Rue (2011), maintain that aptitude test measures applicant's capacity or potential ability to learn and perform a job. The aptitude tests are frequently used to measure verbal ability, numerical ability, perceptual speed and reasoning ability. They hinted that verbal-

aptitude tests measuring an applicant's ability to use words in thinking, planning and communicating.

Contributing to the subject matter, Acheampong (2006) states that aptitude tests measure whether an applicant has the capacity or potential to learn a given job if he/she is provided with an enabling environment. Aptitude tests are generally more relevant when applied to prospective applicants before they are trained. Personality tests attempt to assess the personality of candidates in order to make predictions about their likely behaviour in a role (Armstrong, 2006).

Achievement tests

Achievement tests on the other hand measure abilities or skills that have already been acquired by training or experience. An achievement test is a good prediction of the performance of a worker in the future, because the performance in the past should be an indicator of what the future performance is going to be. A typing test is the most typical example. It is easy to find out how many words a typist can type and compare that with the standard required for the job (Armstrong, 2006).

Job knowledge test.

Job knowledge tests measure the job-related knowledge possessed by a job applicant. These tests can either be written or oral. Byars and Rue (2011) explain that applicant must answer questions that differentiate experienced and skilled workers from less experienced and less skilled workers. They further believed that Proficiency tests measure how well the applicant can do a sample

of the work to be performed. Job specific skills tests, also referred as work sample tests, measure the skills and knowledge a candidate has already acquired in the past (Torrington et al., 2009). The candidate is assessed based on how they are performing a task that is a part of the job. It measures job performance directly and therefore a candidate who has experience or training from the field will generally score better than someone without it (Lepak & Gowan, 2010). A keyboard speed test, a test of managing manager's mailbox or tests on Microsoft Office Excel are examples of job specific skills tests (Torrington et al., 2009). A common feature of job specific skills test is that it requires careful designing, lots of resources and it has to be continuously updated (Pilbeam & Corbridge, 2006).

Personality test

Byars and Rue (2011), posit that personality tests measure personality traits or characteristics. It is conducted to judge maturity, social or interpersonal skills, behaviour under stress and strain, etc. This test is very much essential in the selection of sales force, public relation staff, etc. where personality plays an important role. Personality is an all-embracing and imprecise term that refers to the behaviour of individuals and the way it is organized and coordinated when they interact with the environment (Armstrong, 2009). Acheampong (2006) claims that personality tests are used for measuring workers' interests, ideas, and beliefs. He adds that this test is very important in many organizations because an employee's job may involve interacting with very diverse clientele.

Psychomotor or skills test

These are tests, which measure a person's ability to do a specific job. Such tests are conducted in respect of semi-skilled and repetitive jobs such as packing, testing and inspection, etc. According to Manthis and Jackson (2004), this test measures a person's dexterity, hand-eye coordination, arm-hand steadiness and other factors. Contributing to the subject, Byars and Rue (2011) share similar thought that psychomotor tests measure a person's strength, and dexterity coordination, Finger dexterity, manual dexterity, Wrist-finger speed and speed of arm movement are some of the psychomotor abilities that can be tested.

Interest test

Rebore (2011), opined that these are designed to ascertain the interests, hobbies etc of applicants. They may enable the employer to know what the individual does with his / her leisure time since that can be an evidence of applicant character. This is conducted to find out likes and dislikes of candidates towards occupations, hobbies, etc. such tests indicate which occupations are more in line with a person's interest. Such tests also enable the company to provide vocational guidance to the selected candidates and even to the existing employees. These tests are used to measure an individual's activity preferences. Byars and Rue (2011), share the same idea that interest tests are designed to determine how a person's interests compare with the interests of successful people of a specific job. These tests indicate the occupations or areas of work in which the person is most interested. The basic

assumption in the use of interest tests is that people are more likely to be successful the job they like.

Intelligence test

Toplis, Dulewicz and Fletcher (1991), as cited in Armstrong (2006), define intelligence as the capacity for abstract thinking and reasoning. Intelligence tests measure reasoning, work efficiency, comprehension, numeracy, and object assembly. The intelligence tests are usually designed to cover several areas of intelligence and are marked against contemporaries. This is used to measure the ability of a person to reason intellectually, to remember or learn. It also evaluates verbal comprehension and numerical facility. It is effective in weeding out misfits and those whose mental ability falls below a minimum standard set by the organization.

Reference & background checks

A reference check is a method whereby a recruiting organization contacts a third party whose information the candidate has provided in his application (Beardwell et al., 2004). Usually advertisements require that applicants provide the names and contact details of people who can serve as referees to them in case their applications are considered. Reference checks are used to verify the information that is supplied by applicant and are usually done telephonically. Mathis and Jackson (2006) most referees are reluctant to respond to certain questions. Reference checks can be used to gather as much information that will be used in deciding whether to appoint or decline to appoint the applicants. References provide the organization with other

people's perceptions of the candidate's professional ability. The company should contact the candidate's previous employers and colleagues. Questions to ask references might address the candidate's creativity and initiative. This is mostly the reason why conditional job offers are given in order to check the authenticity of what the candidate provided on the application form (Snell and Bohlander, 2010).

References are one of the more popular and traditional tools in the selection process. However, the validity and reliability of references has been questioned, particularly with respect to their unstructured and often ambivalent nature (Heraty & Morley, 1998). Two types of reference checks exist - factual and characteristic. A factual reference check verifies information a candidate has provided earlier in the selection process by asking their referee to answer questions regarding the responsibilities, absence record or dates of former posts (Armstrong & Taylor, 2014). Characteristic reference checks are used to ask the referee's opinion of the candidate's character. Generally, a characteristic reference check is executed before the selection interview and used to determine who is admitted to the interview (Torrington et al., 2009). Österberg (2014) argued that prospective employers should always be careful in taking a reference at face value and should always be aware of the relationship the referee has with the candidate.

Foot and Hook (2011) suggested that every organization should have a reference check policy in order to provide guidance to managers conducting reference checks. This policy should determine in which stage references are contacted, what kind of information is requested, how the information is used in the selection process and who is administering the reference enquiries

(Foot & Hook 2011). The candidate's criminal record is usually requested at the end of the selection process.

Medical examination

Medical examination is a common selection method executed just before or after an offer of employment. Generally speaking, a post is not valid until the examination is done and the person is approved for the job. Occasionally drug tests can also be included to the medical examination (Österberg, 2014). A medical check may bring out psychological or physical obstacles preventing the candidate from being able to succeed in his job (Kauhanen, 2004).

Job offer

The final stage in the selection process is to confirm the offer of employment after satisfactory references have been obtained. If an applicant is found suitable for a particular position or role in an organization, he/she is offered the job in the form of a letter of appointment.

The job contract

Coming with the letter of appointment is the job contract. According to Armstrong (2006), individual contracts of employment must satisfy the provision of contracts of employment legislation. He further notes that these contracts of employment include a statement of the capacity in which the person is employed and the name or job title of the individual to whom he/she is responsible. They also include details of pay, allowances, hours, holidays,

leave and pension arrangement and refer to relevant company policies, procedures, and rules.

Approaches to making the final selection decision

Lepak and Gowan (2010) have identified three approaches to facilitate the final selection decision. These approaches are compensatory approach, multiple-hurdle approach and multiple-cutoff approach. Compensatory approach gives different emphasises to selection methods according to their predictive validity. For instance emphasis can be given in the following way when two methods of selection, numerical test and interview, are utilised; numerical test is weighted low (25%) and interview is weighted high (75%). Candidates scoring poorly in numerical test but succeeding well in interview can still get hired because emphasis for interview is higher and therefore succeeding in it is considered more important. Compensatory approach is useful if job analysis has not brought out any absolute requirements for the candidates. (Lepak & Gowan, 2010).

The second approach is a multiple-hurdle approach where applicants have to attain at least the minimum score of each selection step in order to move forward in the selection process. Failure to attain the minimum score will drop the candidate off from the selection process. This approach works for posts where certain requirements have to be met.

The last approach, multiple-cutoff approach, is quite similar to the previous approach. In multiple-cutoff approach, candidates have to complete all selection steps and afterwards the scores of each step are calculated. Those candidates who meet the minimum score of all selection steps are considered

eligible for the job and final selection decision is made from that group. Multiple-cutoff approach is utilised when all requirements have to be met at least at a minimal level. (Lepak & Gowan, 2010).

In practice, once all tests and interviews are conducted, it is important to use all gathered information to make the final selection decision. The data has to be transferred into a comparable form and previously presented scoring sheets are found useful in this matter. (Foot & Hook, 2011) Persons involved in the final selection decision should be aware of the fact that candidates have to be evaluated against the selection criteria and not against each other (Torrington et al., 2009). Similar methods of evaluation apply to both internal and external recruitment. To prevent negative consequences of claims of unlawful discrimination or unfair treatment, the recruiting organization has to be able to justify their selection decision. (Kauhanen, 2004) Once the final decision is done employment offer should be presented to the chosen candidate. Selection process is completed as soon as the employment offer is approved by the candidate (Lepak & Gowan, 2011).

Induction

Induction can be defined as the process of introducing someone formally or with a special ceremony to an organization or group or to beliefs or ideas. That is to say, any new staff coming into an organization needs to be given an opening into what the organization stands for, its mission, vision, so as to enable the new employee to come to terms with what is expected of him/her in the organization. Van Maanen and Schein (1979), as cited in DeSimone and Harris (1998), define organizational socialisation as the process by which an

individual acquires the social knowledge and skills necessary to assume an organizational role.

According to DeSimone and Harris (1998), successful socialisation of new members is critical to both the individual and the organization. At stake are:

1. The employee's satisfaction, performance, and commitment to the organisation.
2. The work group's satisfaction and performance.
3. Start up costs invested in the new employee (such as recruiting, selection, training, and the time until the employer is up to full speed).
4. The likelihood that the employee will remain with the organisation.
5. The costs of replacing the employee if he/she leaves.

These factors then make it important for organizations to make conscious efforts that are aimed at ensuring that their orientation or socialization programmes are effectively implemented.

According to Acheampong (2006), a consciously designed programme should be made to assist the new employee to settle on the job as smoothly as possible. He adds that the induction process must give the details of the job description and the overall organizational expectations of work related activities.

Recruitment, selection criteria and organizational performance

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 et al., (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 fulfill 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. 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).

Improving the effectiveness of recruitment and selection

An HRM approach can be adopted to recruitment, which involves taking much more care in matching people to the requirements of the organization as a whole as well as to the particular needs of the job. Moreover, these requirements will include commitment and ability to work effectively as a member of a team. As described by Townley (1989), both followed a conscious recruitment policy with rigorous selection procedures. Aptitude tests, personality questionnaires and group exercises were used and the initial pre-screening device was a detailed bio-data-type questionnaire, which enabled the qualifications and work history of candidates to be assessed and rated systematically. Subsequent testing of those who successfully completed the first stage was designed to assess individual attitudes as well as aptitude

and ability. The need for a more sophisticated approach to recruitment along these lines is characteristic by HRM. The first requirement is to take great care in specifying the competences and behavioural characteristics required of employees. At the very least, structured interviewing techniques should be adopted. Wherever possible, psychological tests should be used to extend the data obtained from the interview. Well-planned and administered assessment centres are the best predictors of success in a job, but they are only practical for a limited number of more complex or demanding jobs or for selecting graduates and entrants to training programmes.

Selection methods can be evaluated regarding their reliability, validity and popularity. Reliability indicates if the method always measures the same characteristic even when applied to different person or at a different time. Validity means how well the method measures the characteristic which it is intended to measure. (Beardwell et al., 2004) Predictive validity of a selection method measures how effective a selection method is in terms of predicting the job performance of a candidate (Pilbeam & Corbridge, 2006).

The higher the usage of a selection method, the higher the popularity of that certain method is (Torrington et al. 2009). The final selection decision should never be based solely on data acquired through one selection method (Torrington et al., 2009). A combination of carefully selected selection methods improves the predictive validity and perception of candidates (Pilbeam & Corbridge, 2006). Yet predictive validity is not the only factor affecting to the choice of selection methods as other factors such as cost, the type of the post, available time and resources have to be considered as well (Torrington et al., 2009).

Conceptual frame work

Based on the ideas and insight obtained from the review of relevant literature conceptual framework of the study has been presented.

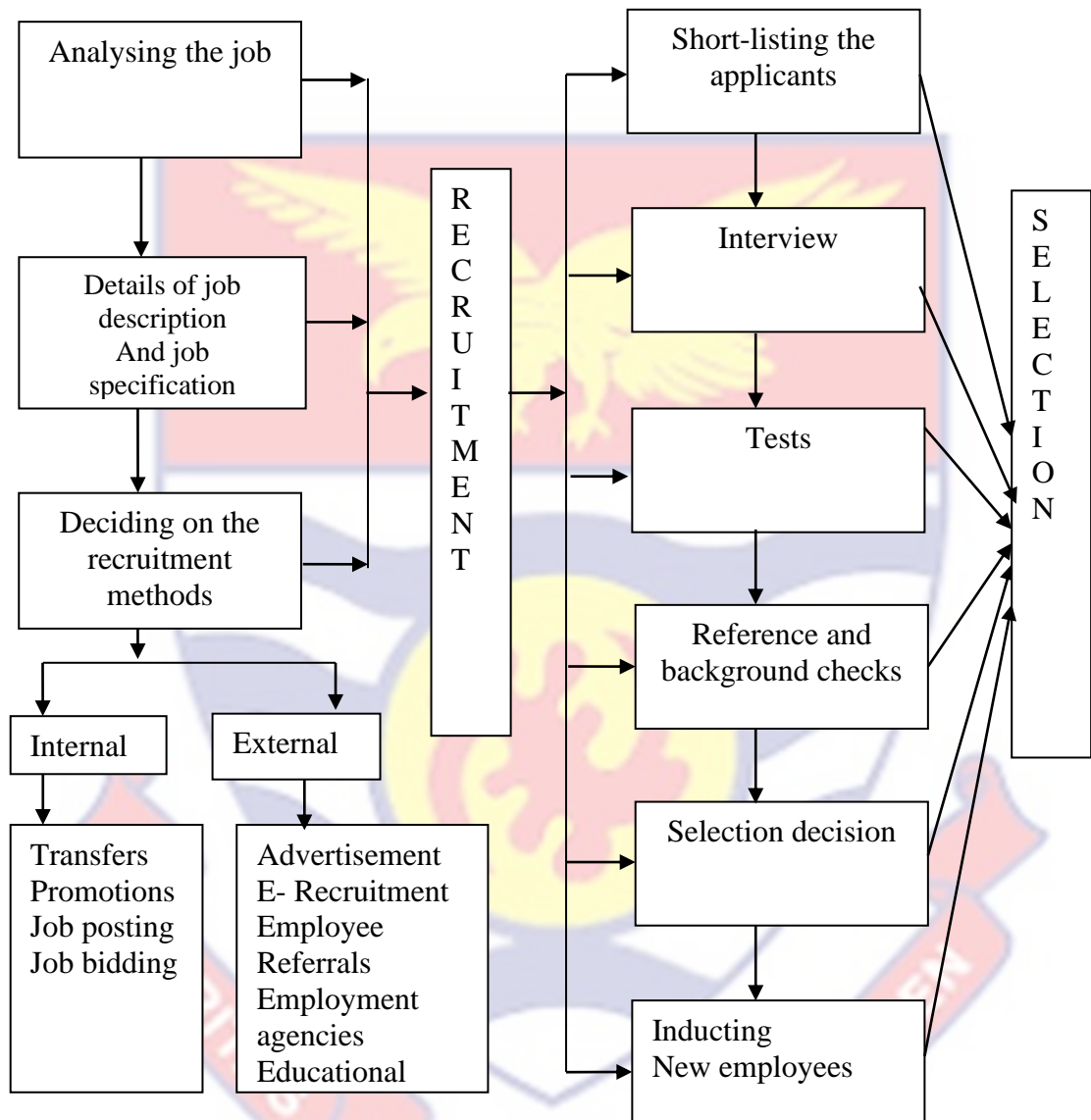


Figure 4 Conceptual Framework of recruitment and selection in commercial banks

Source: Researcher’s own construct, (2015)

The recruitment process involves analysing the job to be offered, providing details of job description, deciding on the recruitment method and the marketing of the job. After the recruitment process, the selection process begins

with the short-listing of interested candidates. The short-listed applicants are further interviewed in order to make employment decisions. The interview is an important part of the selection process. According to Reynolds et al. (1994), the interview process enables the organization to identify key attributes of prospective employees in terms of knowledge, experience, personality and any special features necessary. Based on the interview process, a decision is made on the suitability or otherwise of the candidates for the job. Candidates who emerge successful from the selection process are inducted into the organizations to begin work.

Conclusion

The main intention of this chapter was to explain the theory of recruitment and selection. Through the research, it became evident that there is an abundance of research on recruitment and selection processes, mainly on how they are undertaken in organizations. In this chapter, the study revealed the human capital theory, resource based view, human capital as important human resource, recruitment policies, recruitment definitions by different authors. Internal and external sources of recruitment were identified. Selection process used to fish out qualified employees who possess the required abilities, skills and behaviours was detailed explained. The study also revealed improving the effectiveness of recruitment and selection was briefly discussed. Recruitment and selection helps in determining the destiny of organizations. Recruitment and selection processes should be guided by organization's policies and strategies, missions and objectives to avoid appointing candidates with skills irrelevant for the attainment of objectives. However, it would be a

waste of resources to recruit, select and appoint competent applicants and not retain them. The success of human resources departments is measured on their recruitment and performance of competent employees.



CHAPTER THREE

METHODOLOGY

Introduction

Research methodology is a systematic way of solving a problem. It is essentially, the procedures followed by researchers for describing, explaining and predicting phenomena. It provides the work plan of a research. This chapter presents the methods used by the researcher in carrying out the study. These include research designs, sources of data, instrument of data collection, sampling methods, sample and sampling procedure, data presentation and analysis

Research approach

The researcher used quantitative approach for the study. When making an initial decision to undertake research, it is very important to begin with a clear idea of which methodology is going to be used. This step helps researchers to design the research in a specific way so that the requisite data can be gathered and analyzed in order to meet its purpose (Sekaran & Bougie, 2010). Collis and Hussey (2009) state that when researchers start to think about their research methodology they need to think about the differences between qualitative and quantitative research. Neither qualitative nor quantitative research methodology is necessarily better than the other, for they each have their own strengths and weaknesses. When choosing a particular methodology, care should therefore be taken to identify what these strengths and weaknesses are (Delahaye, 2005; Sekaran & Bougie, 2010).

According to Collis and Hussey (2009, p. 7) a quantitative approach is objective in nature and concentrates on identifying the meaning of phenomena. Thus, a quantitative approach involves collecting and analysing

numerical data and applying statistical tests to extract meaning from that data. As pointed out by Saunders, Lewis, & Thornhill (2009) quantitative research generates statistics through large scale survey research using methods such as questionnaires or structured interviews.

In other words, a quantitative approach allows a wider scope of study, including a greater number of subjects as well as enabling a stronger generalization of results. A quantitative approach implies the use of large samples that will provide an adequate number of responses to make sure there is sufficient data in order to find out workable solutions to business problems.

Furthermore, the quantitative approach is also a very common method for collecting and collating data on human characteristics, and is therefore a favoured methodology among social scientists (Delahaye, 2005; Sekaran & Bougie, 2010). For the purpose of this study quantitative approach was used. A written questionnaire is the most widely used data collection method in quantitative research. The questionnaire should be designed for ease of respondent use, and the explanations of what the respondent is required to do should be clear and easy to understand. Furthermore, the period of time needed to complete questionnaires should not be long, otherwise respondents may lose interest in later questions. Research objectives must be strongly connected to the questionnaire to enable effective data collection, analysis, and evaluation (Collis & Hussey, 2009; Creswell, 2003).

Research design

Saunders, Lewis and Thornhill (2007), defines research design as the general plan of how the research questions would be answered. It is the

conceptual structure within which research is conducted. It constitutes a blue print for the collection, measurement and analysis of data. Kothari (2004) notes that a research design constitutes the blue print for the collection, measurement and analysis of data and has a great bearing on the reliability of the results arrived at and constitute the firm foundation of the research work. Njue (2011) noted that research design is the plan and the structure of the research process and provides the road map and the milestones to keep the researcher in the right direction.

The main aim of this study was to evaluate the employee recruitment and selection practices of commercial banks in Cape Coast metropolis. A survey research design was employed. A survey design was appropriate for this study because it allows collection of information for both independent and dependent variables using questionnaires (Orodho, 2003). This design allowed the researcher to combine both qualitative and quantitative research approaches. According to Kothari (2009) qualitative approaches provide verbal descriptions rather than numerical descriptions.

The study area

Cape Coast is of historical and cultural importance and is very strategic when it comes to tourism development in Ghana. The metropolis occupies an area of 1700 square Kilometers and lies between longitude 2° and 1° south and latitude 5° and 6° E and is 145 kilometers from Accra, the capital town of Ghana. It is also bounded on the north by Jukwa, Asebu and Abakranpa, to the south by the Gulf of Guinea, to the east by Ekon, Moree and Biriwa and lastly

to the west by Elmina, Ankwanda and Komenda. Cape Coast was also the capital of the Gold Coast until 1877, when the capital was moved to Accra.

It was in the castle of Cape Coast that the historic bond of 1844 was signed between the British and the Fante confederation.

The only major festival in the area is the Fetu Afahye. The people of Cape Coast are the Fantis and their main occupation are fishing, mainly in the Atlantic ocean and in the Fosu Lagoon. The Kotokuraba market is where a lot of the people in the city do their trading activities. The people are also engaged in bottled / sacket water manufacturing which has contributed to solid waste problem in the city Cape Coast has one University, University of Cape Coast and two other colleges. These are OLA College of Education and Cape Coast Nurse and Midwifery College. The metropolis has excellent educational institutions like Mfantshipim School, St. Augustine's College, Wesley Girl's High School, Adisadel College and Holy Child that have produced some of the prominent citizens in the country. Cape Coast can boast of about 12 commercial banks and other financial institutions to provide financial service to the people of Cape Coast.

Study population

Zikmund (1997) refers to target population as the entire group of specific respondents or elements relevant to a research. In a different perspective, Babbie (2007) posits that population is the group that the researcher is interested about for the purpose of generalisation. The study targeted the CEOs, HR managers, Operations managers and other employees of the commercial banks in Cape Coast. The total population targeted was 172

people comprises of both management and employees of the banks.

This is because most of the strategic decisions of banks are made at the headquarters and then cascaded down to the branch levels. Hence the strategies at the headquarters are normally the same strategies used at the branches. The study sought the views of the employees and managers regarding the issues raised by the study. Even though selection is done by human resource managers, the researcher considered the staff to further explore employee awareness on the selection process and methods. Table 1. gives the breakdown of the sample distribution of the population.

Table 1: Study population

Position	Population
Cashier	28
Credit officers	25
Mobile bankers	24
Messengers	15
Operations managers	25
Security officers	17
Bankers	25
Human resource managers	13
Total	172

Source: Fieldwork, (2015)

Table 2: Names of the Commercial Banks

Banks	Population	Sampled
Agriculture Development Bank	22	18
Unibank	20	12
GCB Bank	27	21

GroupeNdoum	26	18
Zenith bank	20	12
Prudential bank	32	21
NationalInvestment Bank	25	18
Total	172	120

Source: Fieldwork, (2015)

Sample and sampling procedures

According to Kothari (2004) a sampling procedure is a technique that the researcher adopts in selecting items for a sample. It was not possible to study all members of the population since it would have involved tremendous amounts of time and resources (Mugenda & Mugenda, 1999; Kothari, 2004). As a result a sample was selected and studied to represent the entire population. An optimum sample of 120 employees and management, which fulfils the requirements of efficiency, representativeness (Kothari, 2004; Mugenda & Mugenda, 1999), reliability and flexibility, was selected based on cost, accepted confidence level and size of the population. This enabled the researcher to gain information about the population. The Yamane (1967) formula for calculating sample sizes was used to calculate the sample size at 95% confidence level and P = 0.5.

Where n is the sample size, N is the population size, and e is the level of precision.

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{172}{1 + 172(0.05)^2}$$

$$n = \frac{172}{1 + 172(0.0025)}$$

$$n = \frac{172}{1.43} = 120$$

Sampling was done using the multi stage approach involving purposive sampling and stratified sampling methods. The operations Managers, and HR managers were purposely selected from each bank. Due to the small number and the importance of the managerial cadre in this study, a census was adopted in which all the said managers were purposively selected and involved in the study. In this study, employees working in 8 out of the 12 banks in Cape Coast were represented. The 8 banks included six (6) locally-owned and 2 foreign-owned banks. However, 4 banks declined to be part of the study due to their busy schedule and these banks were excluded from the study.

Instruments design

Data collection instruments are the tools that the researcher uses to collect data from the field to provide answers to the questions raised in the research project. Structured questionnaires were used for data collection. This choice was made because the study is quantitative in nature. The instrument comprises both closed-ended and open-ended questions. The blend of these two types of questions offered the opportunity of having in-depth knowledge on the phenomenon. Questionnaires were used because of its suitability to the research topic under study. In addition it is relatively simple to administer, easy

to analyze and above all capable of producing responses that are suitable for data analysis.

Data collection procedure

The primary data was obtained using the survey method. These include the distribution of questionnaires and collection of data from key respondents and professionals from the commercial banks in Cape Coast metropolis. Copies of the questionnaire were distributed to respondents at work places. The researcher explained the questions to the respondents thoroughly after which copies of the questionnaires were given them. The purpose of this was to help the respondents to understand the purpose of the research, and to do away with suspicions and also to be able to provide their independent opinions on the questionnaire items given to them. To have a valid and reliable data, the researcher ensured that the questions were well formulated which allowed error minimization.

Validity of data

A research instrument is said to be valid if it measures what is supposed to measure (Gall, 2003). The draft questionnaires were given to a selected person knowledgeable in research to ascertain the items suitability in obtaining information according to research objectives of the study. This process assisted in eliminating any potential problems of the research instrument and provided a basis for design or structural changes. This was done to test the validity and workability of the instrument.

Reliability of instruments

Reliability of the instruments concerns the degree to which a particular instrument gives similar results over a number of repeated trials (Mugenda & Mugenda, 2003). The researcher pre-tested each of the questionnaires to the pilot sample. The respondents were not used in the main study. Pre-testing was conducted to check the questionnaires structure and the sequence, meaning and ambiguity of questions. Pre-testing was done in order to refine and ascertain the reliability of the research instruments before they are applied in the actual research (Cooper & Schindler, 2003). The discovered errors were corrected, ambiguous questions made clearer and relevant and the contents revised.

Ethical Considerations

Ethics in research has to do with the responsibility of researchers to be honest and respectful to all individuals who are affected by the research studies or reports of the results of the studies (Gravetter & Forzano, 2006). Gaining the trust of respondents and their willingness to support the researcher's role is a step in the right direction, but it is the recognition of the relevance of ethical principles that must guide any research (Orb, Eisenhauer & Wynaden, 2001). To ensure that ethical principles were upheld, the researcher obtained an introductory letter from the School of Business, University of Cape Coast. This letter was forwarded to the head offices of the selected banks. It also served as identification when the Researcher sought appointments with the heads of the selected banks under study.

Data collection took place in Cape Coast, Ghana. It commenced in August 2014 and lasted for two months. This study upheld the highest ethical standards with regard to issues such as informed consent, confidentiality, privacy and anonymity. Participants were given the needed information and allowed to make an independent decision as to whether to partake or otherwise. Also information gathered was used solely for the intended purpose. Questionnaires were then self-administered by the sampled population

Field work challenges

In general, the study went well and the respondents were largely cooperative. However, as with most research, there were some limitations, but this did not in any way compromise the validity of the data collected since the researcher took necessary steps to address all the setbacks.

First of all, some of the banks were not supportive. This could be attributed to the immense competition in the banks. Some of them were not willing to participate in any kind of survey or give out information even to academic researchers. This became evident when HR managers of some of the banks who had been contacted on phone and had agreed to participate later decided to withdraw from the study. Several reasons were given for their withdrawal. Some explained that in the past, under the guise of research some competitors had succeeded in accessing information from them to their disadvantage. Others claimed that in their estimation the questionnaire was lengthy and filling it out could be time consuming. Even though participants' confidentiality was assured; some claimed that their unwillingness to take part

in the survey was due to what they described as the sensitive nature of the research.

Secondly, in some of the banks, managers had the final say as to whether the banks could participate in the survey or not. This was not very helpful because there were situations where bank managers assured the researcher that their employees will be part of the survey only for that to be refuted by their HR managers. Once the HR department or manager declined participation by their banks in the research, there was no way that the other employees could agree to participate. This problem to some extent delayed the fieldwork but eventually other banks were contacted to replace those who rescinded.

Thirdly, employees of the banks were rather too busy. Hence the researcher had to make several phone calls and personal follow-ups to get the respondents to fill out their questionnaires. Also some of the employees did not take their time to fill out the questionnaires. Whiles some filled them wrongly others did not fill it completely and this resulted in 30 questionnaires being poorly or inappropriately filled and this were excluded from the analysis. Another limitation of this study is that, it was carried out in the banking industry in the Cape Coast Metropolitan Area. Hence, this may limit the ability of the researcher to generalise the findings for other industries.

Data preparation and analysis

Field data from the completed questionnaire were collected, edited, and checked for consistency. The items were grouped based on the responses given by the respondents and were coded for easy usage for the Statistical Product for Service Solution (SPSS). Descriptive statistics such as frequency

tables and percentages were used in the data analysis. The frequencies helped to determine the percentages of the findings and to show the pattern of the responses.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the discussion on the results and findings of the study. The chapter begins with brief introduction to the tables, analysis of the data and followed by discussion of the results in relation to the research questions. The main issues are the analysis of recruitment and selection policies of the banks, awareness of the policy contents by employees, recruitment methods/sources, selection methods applied by the banks and evaluation of effectiveness of the selection methods.

Demographic characteristics of the respondents

On demographic data, questions were asked on age, gender, academic qualifications and number of years at post. From the population size of one hundred and twenty (120), twenty (20) were selected from the management while eighty (80) staff members of the employees were also selected. In dealing with gender, there were 40 females with 80 males. Table 3 illustrates further.

Table 3: Gender Distribution

Gender	Frequency	Percentage (%)
Female	40	33.3
Male	80	66.7
Total	120	100

Source: Fieldwork, (2015)

From Table 3, it is realized that 80(66.7%) respondents were males while 40(33.3%) respondents 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 banks have more male workers than females. This implies that in recruitment and selection process, the banks pay attention in employing more male workers than the females.

Age distribution of banking staff

The next demographic variable of the participants examined was their age. The results are shown in Table 4.

Table 4: Age distribution of banks staff

Age (Years)	Frequency	Percentage (%)
21 – 30	24	20
31 – 40	36	30
41 – 50	49	40.8
51 – 60	11	9.2
Total	120	100

Source: Fieldwork, (2015)

The results in Table 4 revealed that out of the 120 respondents who responded to the questionnaires, 24(20%) of them are between the ages of (21-30) years, 36(30%) are within (31 – 40) years. Those who were between (41 – 50) years were 49(40.8%) whilst the remaining 11(9.2%) were above 50 years of age. This suggests that the staff is in their youthful age. The high percentage of young employees give a positive impression that the banks pay attention to recruiting and selecting young employees who could work for a long years before they would retire. These employees have the potentials and more years

of advancement ahead of them. This may be the more reasons why the banks sometimes attach the age limit to their advertisement. However, compared with the retiring age of 60 years, it could be said that majority of the staff are ageing and would retire. This means that the banks have to pay attention to the age of the prospective applicants in their recruitment and selection practices since ageing workforce suggests early retirement. The selection of employees in the banks should be guided by recruitment and selection policy.

Professional qualification of respondents

To determine the highest qualification of the various respondents in the commercial banks in the Cape Coast metropolis, respondents were asked to state their highest qualifications. The responses are as summed up in Table 5

Table 5: Professional/Academic qualification of staff

Qualification	Frequency	Percentage (%)
S.S.C.E/O level	13	11
G.C.E (A) level	5	4
Diploma	29	24
Bachelor degree	55	46
Master's degree.	5	4
Others qualifications	13	11
Total	120	100

Source: Fieldwork, (2015)

From Table 5, it was realized that 55(46%) respondents had first degree from various fields, while 29(24%) had Diploma. 13(11%) respondents

with S.S.C.E/ O level qualifications and 5(4%) respondents have G.C.E (A) level. From the Table, it was realized that nearly a half of the respondents 55(46%) were first degree holders with just 5(4%) being master' holders. Those with other professional qualifications such as ICA, ACCA, ACCE represent 13(11%) of the respondents. It is noticed that the respondents were of higher level of professionalism averagely and therefore information provided would be of higher significance to the objectives of the research. The result implies that the banks attach importance to qualifications in its recruitment and selection practices.

Certainly, an educated staff is an asset to every organization because education increases the productivity of labour (Mcmahon, 1984). For employees to function effectively require skills, attitudes, competencies and this study suggests that management consider qualifications of the employees in their recruitment and selection processes.

Number of years spent at work post

This was to find out the number of years respondents had spent at their various work places. The responses are as presented in Table 6:

Table 6; Length of service

Years	Frequency	Percentage (%)
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0 – 5	44	36.7
6 – 10	29	24.1
11 – 15	28	23.3
16 – 20	5	4.2
21 and above	14	11.7
Total	120	100

Source: Fieldwork, 2015

Table 6 shows that majority of respondents 44(36.7%) of the sampled population had worked with the commercial banks between 0 - 5 years, whilst 29 (24.1%) of the population had been with their employers for between 6 – 10 years. 28(23.3%) respondents,14(11.7%) respondents and 5(4.2%) respondents had spent 11-15 years, 16-20 years and 21 years and above respectively at their work. This clearly indicates that majority of staff (63%) had worked with their respective banks for more than five years and it is therefore expected that they would be familiar with the banks recruitment and selection policy and could express objective view about the policy and the recruitment process. This is because number of years one works in an organization makes one capable of making informed judgment about the operations of the banks and this is relevant to the study.

Formal policy for recruitment and selection of employees

The study sought to determine whether the banks have formal recruitment and selection policy. The development a sound recruitment and selection system in any organization is to have a policy. Most large organizations have formal recruitment and selection policies which serve as a

blueprint during decision making in HR related issues. In evaluating recruitment and selection practices, the study ascertained whether commercial banks in Cape Coast metropolis have recruitment and selection policy which guide the banks during their recruitment and selection process. Responses are provided in Table 7.

Table 7: Availability of a formal recruitment and selection policy

Recruitment policy	Frequency	Percentage (%)
Yes	80	66.7
No	40	33.3
Total	120	100

Source: fieldwork, (2015)

From Table 7, majority of the respondents indicated that the banks had a formal policy on recruitment and selection. Interview with Human Resource managers revealed that, they first conduct a job analysis in order to identify the job description and specification so that they can recruit a person who is suitable for the position. The HR explained that Job analysis is a process of gathering information about the responsibilities and reviewing the knowledge, skills and competency required for a specific post. This supports the views of Pilbeam & Corbridge, 2006) that job analysis is done to identify the duties and skill requirement of the job. A job description specifies what has to be done in a particular post whereas person specification defines what kind of person is needed to fill the role. Job advertisements and assessment of candidates are later done according to the information derived from job analysis (Foot & Hook, 2011). This information is also used to evaluate the appropriate

selection methods, to assess the desired competencies of candidates and to define the fundamentals of who is successful candidate (Armstrong & Taylor, 2014, 227; Markkanen, 2005, 59).

They added that recruitment is done after job analysis has been carried out to determine the skill requirements of the job and then invitation of qualified applicants is made and finally selection is done. This line of reasoning corresponds 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. Three (3) respondents shared similar opinion that one has to apply in writing with copies of certificates and C V after which short-listing, interviews, tests are done based on qualification and requirements of the firm. 80 (66.7%) respondents indicated that the policy involved writing an application letter, attaching the right documents, attending an interview only when short listed and finally the right applicants are employed. The respondents also were of the opinion that the foremost policy was that the bank has requirements and when one meets the requirement, the individual involved then is entitled to apply for the job and the applicants should be of sound mind and of good character. They further added that the policy allows for internal scrutinizing of all departments within the firm to find out if there are workers within who best fit for the available vacancy.

The few respondents, 40 (33.3%) in number indicated the banks had no policy for recruiting workers. This implies that the respondents are not aware of the policy even though the banks have recruitment and selection policy to guide their operations.

Interview with HR managers revealed that, the banks recruit and select employees who would help the organizations to achieve its objectives and who demonstrate attributes that are consistent with the organization's direction and culture. The managers further revealed that, in selecting prospective applicants the banks need to comply with all legal requirements, and with relevant equal opportunity, affirmative action and human resource management policies adopted by commercial banks and these policies are applied to all full time and part time workers. Selection is done in compliance with the banks regulations, visions and missions as distinctive, innovative and internationally competitive organizations. All appointments are made on careful and consistent application of the principle of merit and adherence to guidelines. Appointments are made in open competition from the applicants attracted by internal and external advertisement. It is normally conducted on the basis of fair and equitable treatment of all applications.

Awareness of employees about the contents of recruitment and selection policy

This question was mainly for management. The study sought to find out if management of the commercial banks in Cape Coast metropolis makes the recruitment and selection policy known to employees and prospective applicants. If so, how are the employees informed about it. The responses are as presented in Table 8.

Table 8: Knowledge of policy by workers and applicants

Policy made known to prospective applicants	Frequency	Percentage (%)
Yes	27	84.4
No	5	15.6
Total	32	100

Source: Fieldwork (2015)

Table 8 reveals response from management on whether the policies are made known to employees and prospective applicants. The majority of the respondents 27 (84.4%) indicated yes to the question whilst the minority 5 (15.6%) responded no. This implies that the policies are made known to the employees and applicants.

Awareness of the employees on recruitment and selection policies and its contents employees

The study sought information from employees on their knowledge of the recruitment and selection policies as presented in Table 9.

Table 9: Knowledge of recruitment and selection policies by the employees

	Frequency	Percentage (%)
Yes	70	79.5
No	18	20.5
Total	88	100

Source: Fieldwork, (2015)

From Table 9 above, out of 88 respondents who answered this question, 70 (79.5%) respondents said yes, signifying their awareness of the selection policy. 18 (30%) respondents said no. This means that, majority of the employees are aware of the policies. Further question were asked about their knowledge of the policy contents as presented in Table 10.

Knowledge of the policy contents by employees.

The researcher wanted to find out from respondents about their knowledge of the policy contents and its legal implications.

Table 10: Knowledge of policies contents by employees

	Frequency	Percentage (%)
Yes	4	5
No	84	95.5
Total	88	100

Source: Fieldwork, (2015)

From Table 10, it was realized that majority of the respondents did not know the content of the policies, because when a follow up question was asked about their knowledge of some legal practices such as gender discrimination and discrimination against physically challenged. 84(95.5%) respondents said they did not know the contents of the selection policy, 5 (5%) respondents know details of the recruitment and selection policy.

Dissemination of policies to employees

The study further sought information from management staff on means of disseminating information to employees and applicants. Table 10 gives a breakdown of responses provided by the respondents.

Table11: Means of disseminating policies to employees.

Means of Policies dissemination	Frequency	Percentage (%)
Through memo	20	62.5
During orientation courses	2	6.2
Through Seminars / workshops	10	31.3
Total	32	100

Source: Fieldwork, (2015)

From Table 11, it is clear that there are three means by which the banks make their policies known and available to employees. These are memo and circulars, orientation courses and workshops. However the most dominant ones are circulars and memo. These were indicated by majority of the respondents as depicted in Table 11.

Recruitment methods applied by commercial banks in Cape Coast metropolis.

Recruitment methods play a significant role in any organization, since getting the right workforce helps the efficiency and effectiveness of the organization. Most organizations have different recruitment methods in recruiting for the organization, some may prove efficient than other based on the resources and the specific needs of the organization. The researcher sought to investigate the recruitment method that the commercial banks employ during their recruitment process. Table 12below gives details of the responses

of the methods of recruitment at the various commercial banks in Cape Coast metropolis.

Table 12: Methods of recruiting employees

Methods of Recruitment	Frequency	Percentage (%)
Advertisement	52	43.3
National Service	34	28.3
Walk-in	32	26.7
Electronic Recruitment	2	1.7
Total	120	100

Source: Fieldwork, 2015

Table 12 suggests that, generally, out of 120 respondents from commercial banks in Cape Coast, 52 (43.3%) were recruited through advertisement. The study revealed that newspaper advert is the best traditional approach employers use to attract and recruit employees for most open jobs. It was added that for many positions, an advertisement in the local paper was enough to tap into the local labour market. In very small organizations, the owner often places the newspaper ad first, based on the recruiting criteria because it best satisfies the employer's objective for recruiting. 34 (28.3%) were retained after National Service, 32 (26.7%) were recruited through walk-in whilst 2(1.7%) were recruited through other means apart from the traditional means. This indicates that the leading method/source of recruitment at the Commercial Banks in Cape Coast metropolis is by advertisement. These findings corroborate the view of Armstrong (2006) that advertisement is the most obvious method of attracting candidates for a position. As cited by Nel et al., (2009:226), an advertisement has communication as its basic underlying

principle and it should be worded in a manner that triggers responses from job seekers. Recruiters should formulate the wording of advertisements in a manner that is not discriminatory. Advertisements are expensive but attract a larger pool of applicants than internal recruitment processes. It is, however, more difficult to evaluate external applicant than those that are already employed within the organizations. According to Armstrong (2006), the objectives of an advertisement should be to:

Attract attention-it must compete for the interest of potential candidates against other employers; Create and maintain interest – it has to communicate in an attractive and interesting way information about the job, the company, the terms and conditions of employment and the qualifications required; Stimulate action – the message needs to be conveyed in a manner that will not only focus people’s eyes on the advertisement but also encourage them to read to the end, as well as prompt a sufficient number of replies from good candidates (Armstrong, 2006).

Electronic Recruitment Taylor (2001) pointed out that recruiting on the internet has increased and can be described as the most effective means of recruiting, but in the study conducted the use of electronic recruitment such as the use of the internet proved one of the least used recruitment method, during the survey only 2(1.7%) out of the 120 respondents indicated that they use electronic means such as the use of the web as a means of recruitment. This is consistent with a CIPD (2006) survey that indicated that many employers are still reluctant to use online selection, this they attributed this to the increment in the number of unsuitable candidates. The argument in Ghana can be

different and the low patronage of this medium of recruitment can rather be attributed to low technological advancement.

Sources of advertisement

Closely related to the use of advertisement as a recruitment tool is the source of the information regarding the job vacancy. The study looked at advertisement by newspapers, by word of mouth and through the notice boards of the respective commercial banks. The fifty-two (52) respondents who choose advertisement as the main recruitment method also indicated the following as the main sources of the advertisement in Table 13

Table 13: Source of advertisement

Source of Advertisement	Frequency	Percentage (%)
Newspapers	16	30.8
Word of mouth	23	44.2
Notice board	13	25.0
Total	52	100.0

Source: Fieldwork 2015

The findings in Table 13 reveals that, generally, the respondents who provided their methods as advertisement, 16 (30.8%) indicated that they got information regarding the job vacancies through newspapers. Mathis (2010) argues that some prominent traditional recruitment methods are the media sources such as newspapers, television and radio as well as job fairs. The media provides a larger platform to advertise for jobs, but it comes with added cost which can be high for the banks. Job advertisement placed in the media can be divided into both print and broadcast media. 13(25.0%) respondents

indicated Notice board as their means of recruitment and this was mainly for internal recruitment. The majority 23(44.2%) respondents identified word of mouth as their source of information regarding the job vacancies. This result showed that anytime there is a vacancy, three major avenues were used to announce to potential applicants to fill the vacancies. These were Newspapers, Word of mouth and Notice board. From the Table, Word of mouth seems to be the most favourable means of recruitment for most of the commercial banks in Cape Coast metropolis. This is not particularly surprising since most of the banks would prefer recommendation from others before recruiting. This is consistent with a number of studies carried out; Cassell et al., (2002) found word of mouth or referrals from existing employees to be highly effective means of recruiting arguing that word of mouth has no financial outlay which is very beneficial for banks.

Barbel et al., (1999) holds the view that not only is word of mouth cost effective in banks, it also provided employers with competent applicants. This therefore buttresses the reason why a high percentage of the employees interviewed preferred the word of mouth method of recruiting than any other method.

Selection methods applied by commercial banks in Cape Coast metropolis.

Prior to making the final selection, applicants are made to go through various selection methods. On this, views of management and employees of

the various commercial banks in Cape Coast metropolis were sought. Various selection methods were listed for the respondents to choose from. Respondents were given the chance to select more than one response or according to the methods they went through before they were finally selected in their respective organizations. The responses are presented in Table 14.

Table 14: Selection methods applied by commercial banks

Selection Method	Frequency	Percentage (%)
Preliminary screening	45	15.4
Application forms / CV	75	26
Employment tests	43	15
Employment interview	84	28.7
Reference checks	55	18.8
All the above methods	34	11.6
Total	293	116

Source: Fieldwork, (2015)

From Table 14, it was realized that the responses were more than the number of respondents; this is as a result of respondents selecting more than one response in relation to the question asked. Out of the 120 respondents, 45 (15.4%) respondents indicated pre-screening as selection method prior to employment. 75(26%) respondent indicated that they filled application form after they had submitted their CVs followed by other selection methods. 43(15%) respondents indicated that they went through employment tests. According to Steward and Brown (2011), different types of tests measure knowledge, skill, and ability, as well as other characteristics, such as personality traits. Foot and Hook (2011) argued that psychological tests, such as personality test and ability tests, are complex instruments and only experts or trained professionals should design, choose, administer or interpret them.

Armstrong and Taylor (2014) argued that a test should be designed solely for the use of a certain organization and preferably even for a specific post. The various employment tests conducted are the aptitude test, psychomotor test, job knowledge and proficiency test, interest test, personality test, polygraph tests etc. The aim of these tests is to assess the applicants' suitability for selection (Armstrong & Taylor 2014; Torrington et al., 2009).

Employment testing provides a method for assessing individual characteristics that help some people to be more effective employees than others. Armstrong (2006) claims that selection tests are used to provide more valid and reliable evidence of levels of intelligence, personality characteristics, abilities, aptitudes and attainments that cannot be obtained from an interview. The most commonly used selection tests in Ghana include performance simulation tests, achievement tests, aptitude tests, personality tests, as well as intelligence tests. For performance simulation tests, they provide the applicant with the opportunity to do the job in a simulated environment. The idea behind performance simulation tests is that, the best way to find out if an applicant can do the job successfully is to let him or her actually do it. From Table 14, 84 (28.7%) respondents indicated that employment interview was used as one of the selection methods.

Newell and Tansley (2001), indicated that interviews are the most widely used personnel selection procedure. They argued that, with the use of interviews, managers of the organizations get an opportunity to meet the applicants directly. The interview also provides the applicants with an opportunity to also learn more about the organization. The purpose of the

selection interview is to gather as much information and to use such information to arrive at a selection decision (Redman & Wilkinson, 2001).

It is important for organizations to conduct investigation about their recruits; this would give them an idea of the background from which the applicants are coming from and see if they meet the goals of their organizations. 55(18.8%) respondents indicated clearly that the banks conducted reference and background checks. This supports the findings of Foot and Hook (2011) that every organization should have a reference check policy in order to provide guidance to managers during the recruitment process. This policy should determine in which stage references are contacted, what kind of information is requested, how the information is used in the selection process and who is administrating the reference enquiries.

The candidate's criminal record is usually requested at the end of the selection process. 34(11.6%) respondents said all the above methods were applied by the banks. The managers said depending on the grade / level of job, the above mentioned selection methods are used especially at the entry level. For the mid level and management levels, interviews are mostly used. It is clear from the study that the banks apply different selection methods to be able to select the best employees

Therefore, Table 14 concludes that, employment interview, employment tests, application form / CVs and reference checks are the most selection methods applied by the banks in selecting new staff.

Selection process employees went through before employment

The study sought information from respondents to state the order in which they went through the selection procedures. The responses from the

employees of the various commercial banks in Cape Coast metropolis were presented in Figure 5.

Figure 5: Selection Procedures employee went through

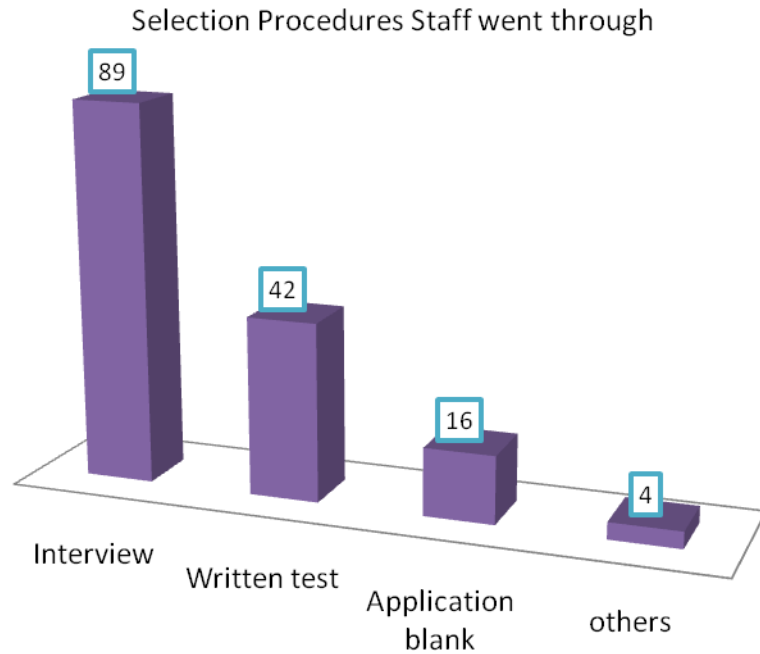


Figure 5 Selection process employees went through before employment

Source: Fieldwork, (2015)

It is realized from Figure 5 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. Eighty-nine (89) respondents indicated that they went through employment interview before employment. Forty-two (42) respondents also indicated that they had gone through employment test before employment whilst sixteen (16) and four (4) respondents have indicated that, they had gone through application blank and reference checks respectively.

Therefore figure 5 clearly shows that, interview is the most used selection procedure most of the organization.

Respondents who indicated their method of selection as to be interview were further asked to provide the mode/nature of the interview. The responses of the 89 respondent who indicated the nature of the interview they went through is depicted in Figure 5.

Table 15: Types of interview employees went through

Interview types	Frequency	Percentage (%)
Structured	60	68.2
Unstructured	24	27.3
Stress	4	4.5
Total	88	100

Source: Fieldwork, (2015)

From Table 15, it can be seen that, out of the 88 respondents who were interviewed before employment, 60 (68.2%) respondents indicated that they went through structured interview, 24 (27.3%) respondents also passed through unstructured interview whilst 4 (4.5%) respondents went through stress interview. This implies that majority of the panels prefer using structured interviews during the selection process.

Medical examination

Another important element of the selection methods is medical examination. The researcher therefore set out to explore whether respondents underwent through medical examination before being employed.

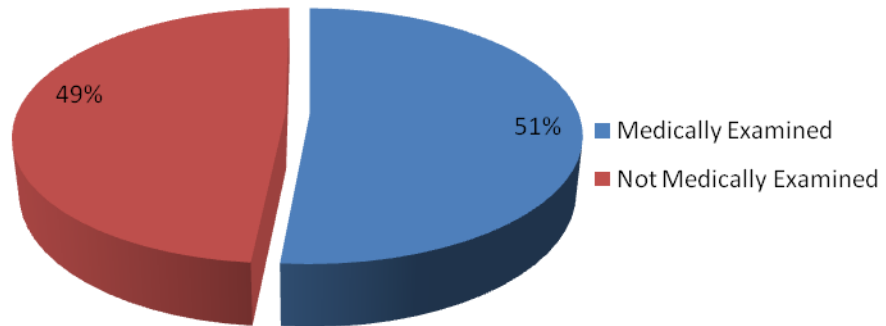


Figure 6: Employees medically examined before selection

Source: Fieldwork, 2015

From Figure 6, it was found out that out of a total of 103 valid respondents of staff 50(49%) said that they did not undergo any form of medical examination whilst the remaining 53(51%) indicated that they went through medical examination before they were employed. This shows that the simple majority of the respondents were medically examined before they were employed. This finding is in agreement with Gomez-Mejia et al (2007) that the medical examination is good because it helps avoid hiring people who may become problem workers.

Evaluation of recruitment and selection practices of the commercial banks in Cape Coast

This was to find out from respondents how effective is the selection practices of Commercial Banks in Cape Coast, respondents were to choose one of the following; very effective, effective and ineffective as their answers.

Table 16: Evaluation of recruitment and selection practices of commercial banks in Cape Coast metropolis.

Effectiveness	Frequency	Percentage (%)
Very Effective	30	34.1
Effective	46	52.3
Ineffective	12	13.6
Total	88	100

Source: Fieldwork, (2015)

From Table16, 46 (52.3%) respondents were of the view that the selection processes they went through prior to their employments were effective and that the right materials were employed for the organization under consideration. 30 (34.1%) respondents believed that the selection processes were very effective; they explained that the methods help the banks to select the right person. 12 (13.6%) respondents were of the opinion that the selection practices of the Banks were not effective. They explained that the practices can give room to selecting wrong applicants because some employees are employed without necessarily going through all the procedures.

Perception of respondents on the selection process

The researcher posed this question to know how respondents viewed and understood the selection process they had gone through prior to their employment in their respective organizations. The responses are depicted in table 18 below.

Table 17: Views of respondents about the selection process

Perception	Frequency	Percentage (%)
Excellent	25	21
Very Good	62	52
Good	20	16
Fair	13	11
Total	120	100

Source: Fieldwork, (2015)

When the question was asked about the respondents' views on the selection process, the responses were depicted in Table 17. Out of the 120 respondents, 62(52%) respondents made indication that the process was very good. 25(21%) respondents indicated excellent and 20 (16%) respondents said the process was good. 13(11%) respondents were of the view that the process was fair. Thus the majority of the respondents indicated that the process they had gone through prior to their employment was good as depicted in Table 19

Orientation after appointment

The study sought information from both employees and management.

Table 18: Inducted after appointment

Orientation	Frequency	Percentage (%)
Yes	95	79.2
No	25	20.8
Total	120	100

Source: Fieldwork, (2015)

From Table 18 below, out of the 120 respondents who provided responses on orientation after their appointment, 95(79.2%) respondents had indicated that, they were inducted after employment whilst 25(20.8%) respondents had indicated otherwise, thus they were not given any orientation after their appointment. Thus, majority of the respondents were inducted after their appointment as is being shown in Table 18.

Improving the selection process in future

The researcher wanted to find out from respondents how recruitment and selection practices or processes could be improved at commercial banks in cape coast, answers from respondents are as follows; out of the 103 respondent who answered such question, the majority of 50 respondents were of the opinion that all applicants should be given an equal opportunity of being selected and treated fairly. 17 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. 28 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 and 8 respondents stated that more reliable selection procedures should be employed

and strictly followed in that job requirement would be used to select the right applicant.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

In this concluding chapter, the key findings of the study are summarised, conclusions drawn from the results and recommendations to the commercial banks in Ghana, stakeholders in the financial industry and policy makers. It also includes areas for further researches.

Summary

The study sought to evaluate employee recruitment and selection practices of commercial banks in the Cape Coast metropolis. Specifically, the study looked at whether the commercial banks in the metropolis have any formal recruitment and selection policies, ascertain the employees' awareness of the recruitment and selection policies and its contents, the types of selection methods applied in selection, evaluate the selection practices, A descriptive survey was adopted to evaluate the recruitment and selection practices. Frequencies and percentages were used to analyze the data collected. The simple random sampling technique and purposive sampling were used to select the staff. Data was analyzed using (SPSS version 16.0).

Major findings

The key findings are presented under objectives that were set for the study.

1. Recruitment and selection policy of the commercial banks

In conducting an effective recruitment and selection exercise, it is important to have a recruitment policy as well as an effective team of experts that would undertake the recruitment and selection exercise. This usually happens in organizations such as banks. On the basis of this, objective of the study was to ascertain whether commercial banks in Cape metropolis have recruitment and selection policies. The findings revealed that commercial banks have recruitment and selection policies for employees' selection. The management of the commercial banks indicated that there were selection policies which serve as a blueprint and a guide whenever the banks have to recruit and select workers. The study further revealed from the management that, the policies were disseminated to the employees through memos and circulars.

2. The second objective sought employees' awareness on recruitment and selection policies and its contents.

The findings were that, majority of the respondents were aware of the policies of the commercial banks but did not know the contents or details of the policies meanwhile management assertion was that policies were communicated to employees through memos and circulars. The study also showed that vacancies announcements were done through advertisements mainly newspapers.

3. Recruitment methods applied by commercial banks in Cape Coast metropolis.

The study found that the recruitment methods applied by the banks were advertisement walk –in, retain after national service and Electronic recruitment with the advertisement being the leading recruitment methods.

The study revealed that 52 (43.3%) were recruited through advertisement, 34 (28.3%) were retained after National Service, 32 (26.7%) were recruited through walk-in whilst 2 (1.7%) were recruited through other means apart from the traditional means. This indicates that the leading method of recruitment at the commercial banks in Cape Coast metropolis is by advertisement. These findings corroborate the view of Armstrong (2006) that advertisement is the most common method of attracting candidates for a position. As cited by Nel et al., (2009, p.226), an advertisement has communication as its basic underlying principle and it should be worded in a manner that triggers responses from job seekers. Recruiters should formulate the wording of advertisements in a manner that is not discriminatory.

4. Selection methods applied by commercial banks in Cape Coast metropolis.

The fourth objective of the study was to find out the various recruitment methods applied by the commercial banks in their selection process.

The study revealed the following selection methods; preliminary screening, completed application forms, employment test, employment interview, medical examination and reference checks. The results show that the most relevant element of the selection process which was usually practiced by the banks was employment interview, employment test, application forms and background checks. The results also revealed that no applicant had ever been

employed by the commercial banks without going through the selection process.

5. The last objective was to evaluate employee recruitment and selection practices.

The findings were that the selection methods applied by the commercial banks were effective as indicated by the majority of the respondents as shown in Table 17. There was fairness and openness from the part of the panel members. However, 11 of the respondents have contrary view that there were situations where some workers were selected because of their personal relationship with the panel members.

Conclusions

Employee recruitment and selection are an essential human resource practices whose implementation leads to effective and efficient management of human resource for performance, organisational productivity and gains.

From the main findings of the study, the following conclusions with regard to the effectiveness of the recruitment and selection practices of the commercial banks in Cape Coast metropolis can be drawn.

1. The banks have recruitment and selection policy but employees did not know the contents or details of the policies.
2. The selection methods applied by the commercial banks in Cape Coast includes submitting application letters and with CVs, short-listing of applicants, selection interviews, selection tests, background checks

sometimes medical examinations and final appointment.

3. The study observed that, despite the fairness in the selection process some applicants were employed due to their personal relationship with the panel members.
4. The study further revealed that recruitment and selection practices of commercial banks were effective despite some few challenges.

Recommendations

Based on the findings and conclusions of study, the following recommendations were made to the management of Commercial Banks and stakeholders in the banks.

1. The study recommends that human resource managers should make efforts apply the identified selection methods without favouritism to select qualified prospective applicants.
2. Issues regarding recruitment and selection policies, it is recommended that, the banks should review the policies from time to time discuss its contents or details of the policies with the employees to ensure its implementation and compliance.
3. There should be efforts to eliminate favouritism and foul play during the selection process. This will ensure that qualified applicants were given the nod.

Limitations of the study

There were a handful of problems encountered during the research, especially at data collection period. This problem had a strain on the financial

and time resources of the researcher. More time was spent on visiting the banks before 120 questionnaires were retrieved from the respondents. The study could not cover all the commercial banks in Cape Coast metropolis because some of the banks contacted and accepted to be part of the study later declined to participate in this study and were excluded. If all the commercial banks were to be covered the researcher would have had a comprehensive findings and recommendation from the analysis.

Areas for further research

Society is dynamic and so is research. There is therefore the need to continuously investigate and extend the investigations beyond present areas of research. The following areas could be further researched in the future:

1. Replicating the study in other commercial banks in other metropolis of the country to find out if there are any observed differences, problems of selection, recruitment, training and induction
2. It would therefore be useful to conduct further studies every three years to ascertain any changes in selection, recruitment and induction of employees.

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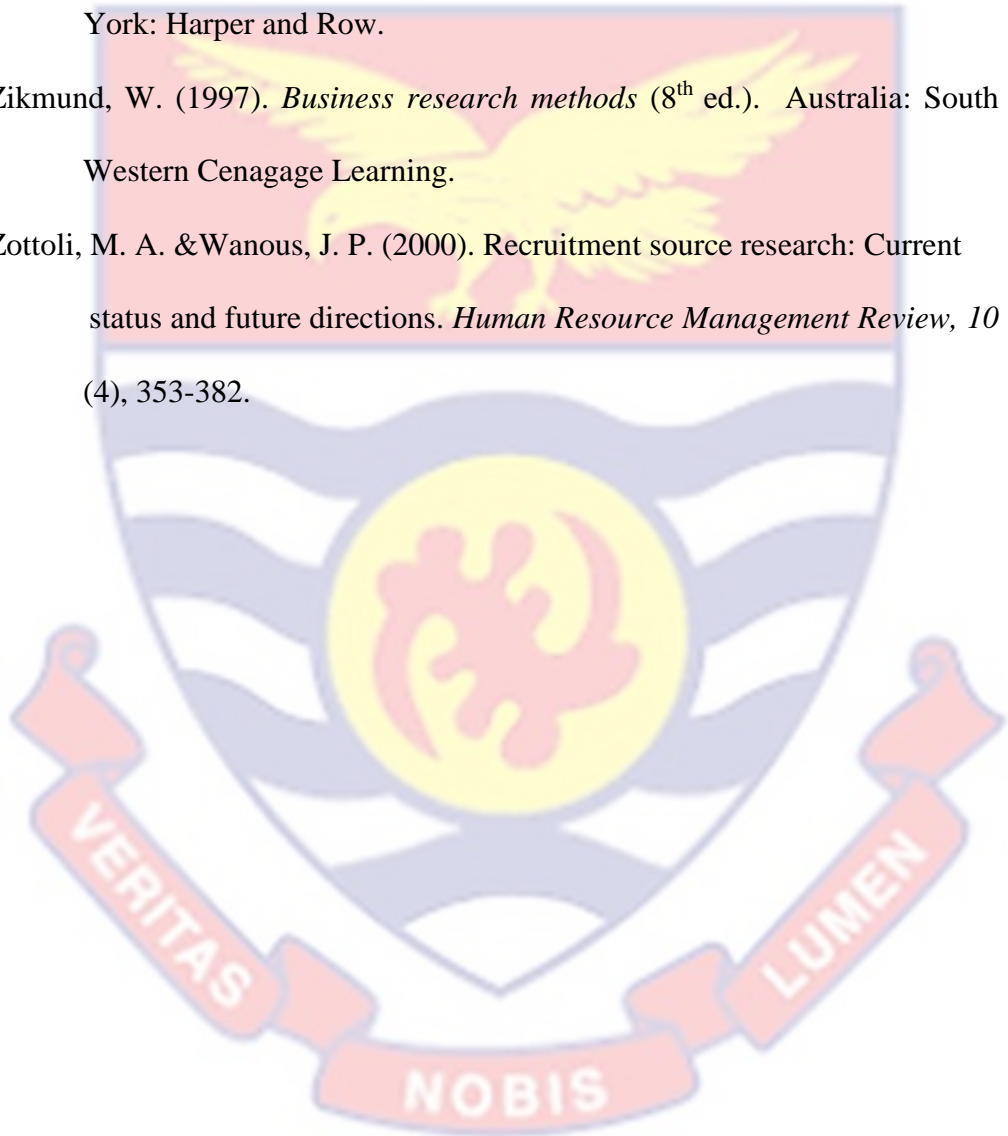
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APPENDIX A
QUESTIONNAIRE

Dear Sir / Madam

This questionnaire forms part of a study which aims at seeking relevant data on evaluation of employee selection practices of Commercial Banks in Cape Coast. Your candid objective response will be useful in collecting the necessary data for the successful completion of this study.

Your confidentiality is fully assured in respect of the information provided. Thank you in advance for your co-operation.

TOPIC: EVALUATION OF EMPLOYEE SELECTION PRACTICES OF COMMERCIAL BANKS.

SECTION A

BACKGROUND INFORMATION OF RESPONDENT

Tick and write where appropriate

- 1) Gender: Male [] Female []
- 2) Age group of respondent
 - a) Below 20 years []
 - b) 20 – 29 years []
 - c) 30 – 39 years []
 - d) 40 – 49 years []
 - e) 50 – 59 years []
 - f) 60 years and above []
- 3) Name of the Bank:.....
- 4) Position in the Bank:
- 5) How many years have you been working with the Bank?

- a) 0 – 5 years [] b) 6 – 10 year []
- c) 11 – 15years [] d) 16 – 20 years []
- e) 21 years and above []

6) Highest Academic Qualification

- a) S.S.C.E /O’ Level [] b) G.C.E (A) Level []
- c) Diploma [] d) Bachelor’s []
- e) Master’s [] f) Other (Specify)

SECTION B

EVALUATION OF EMPLOYEES SELECTION PRACTICES.

- 7) Are you aware of any formal recruitment and selection policy in this organization?
a) Yes [] b) No []
- 8) Are there equal employment opportunities for all would-be (potential) employees in your organization?
a) Yes [] b) No []
- 9) If yes to question 8, please state some of these policies?.....
.....
- 10) Are job vacancies made open to the general public?
a) Yes [] b) No []
- 11) If yes to above question, which of these methods of recruitment and selection practices are applicable to the bank? You may select more than one. a. Radio advert [] b. Newspaper advert [] c. Professional association(s) [] e. Employment agencies [] f. Employee referrals [] g. Other(s) specify.....

- 12) If it was through an advert, what was the source?
- a) Newspaper [] b) Notice board []
- c) Word of mouth [] d) Other(s) (please specify):.....
- 13) Which of the following selection methods are applied in your organization?
- a) selection test [] b) Selection interview []
- c) Reference checks [] d) Preliminary screening []
- e) All of the above []
- 14) What selection procedure(s) did you go through before you were employed?.....?
- a) Interview [] b) Written tests []
- c) Application blank / CV []
- d) All of the above
- 15) If it was an interview, what was the nature of the interview?
- a) Structured interview [] b) Unstructured interview []
- c) Stress interview [] d) Situational interview []
- e) Other(s)(please specify).....
- 16) Did you write a test before your selection and appointment?
- a) Yes [] b) No []
- 17) Did you undergo any form of medical examination before you were employed?
- a) Yes [] b) No []

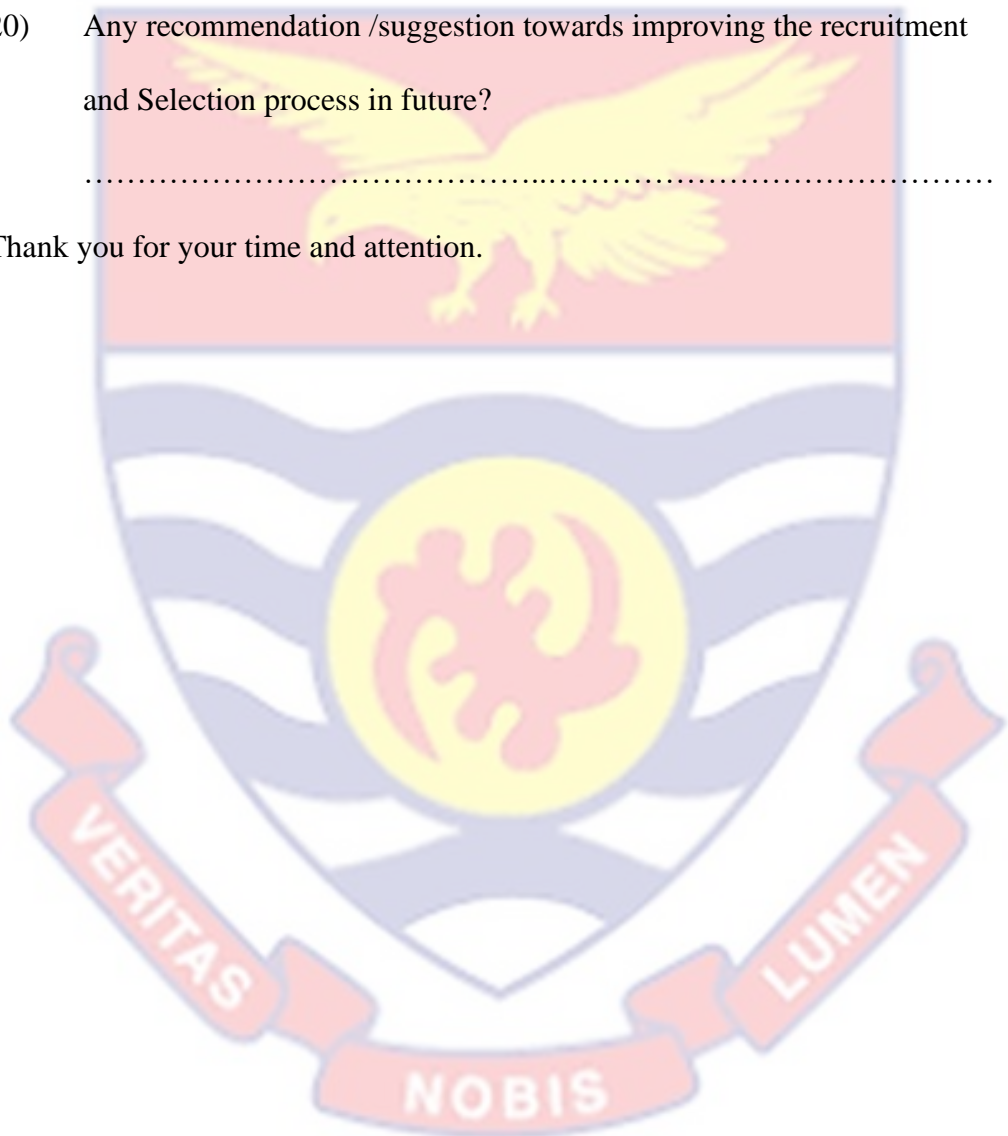
SECTION C

- 18) Were you inducted after your appointment?
- a) Yes [] b) No []

- 19) In your view how will you describe the selection process?
- a) Very effective []
 - b) Effective []
 - c) Ineffective []
 - (d) normal[]
- 20) Any recommendation /suggestion towards improving the recruitment and Selection process in future?

.....

Thank you for your time and attention.



- a) Newspaper []
- b) Educational institutions []
- c) Previous employees []
- d) Employment agencies []
- e) Others (Specify):

6. Which of the following selection methods are applied in year organization?

You may selection more than one

- a) Preliminary screening []
- b) Application form /CVs []
- c) Employment tests []
- d) Employment interview []
- e) Background checking/Reference checks []
- f) Medical Examination []
- g) All of the above []

