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(KNUST)**

COLLEGE OF ARTS AND SOCIAL SCIENCES

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGERIAL SCIENCES

The Effect of Recruitment and Selection Practices on the Retention of Core
Employees: A Case Study of Social Security and National Insurance Trust (SSNIT)

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July, 2013

**THE EFFECT OF RECRUITMENT AND SELECTION PRACTICES ON
THE RETENTION OF CORE EMPLOYEES: A CASE STUDY OF SOCIAL
SECURITY AND NATIONAL INSURANCE TRUST (SSNIT)**

By

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MANAGEMENT OPTION)**

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July, 2013

DECLARATION

I, hereby, declare that this submission is my own work towards the Master of Business Administration (Human Resource Management Option) and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where accordingly acknowledgement has been made in the text.

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ABSTRACT

High employee turnover has a negative impact on organisation's success. This can affect staff morale and the retention of organisational memory. Organisation's inability to retain core employees may be due to a multiplicity of factors, critical amongst them are inappropriate practices aimed at attracting such employees. This is the situation many organisations including Social Security and National Insurance Trust (SSNIT), find themselves. An organisation may try its best especially by way of motivation to retain its core employees due to the cost of recruiting and training of such employees. But if appropriate practices are not adopted to identify and recruit such employees, no amount of motivation will retain them. It is for this reason the study was conducted to investigate the role recruitment and selection practices play in retention of core employees in an organisation. The study used quantitative methods to collect data from respondents. The study revealed that, traditional methods of recruitment and selection though appropriate in attracting core employees, are not enough to retain them. Some of these traditional methods were found to be advertising of vacancies in the newspapers, employee referrals and management recommendation. It was also realised that, the methods used were effective to attract core employees amidst challenges such as political influences and legal issues. Amongst the recommendations made to retain the core employees were employees' involvement in the evaluation recruitment and selection process, performance appraisal as a tool for filling internal vacancies and improving objectivity and transparency in the process recruitment and selection to curtail external influences.

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DEDICATION

I dedicate this research work to my wife Mrs Angela Owusu-Boateng and my children, Nana Kwame Owusu-Boateng and Akosua Nhyira Brago Owusu-Boateng. The thought of you gave me massive encouragement to give my all to this project. I love you all so much.

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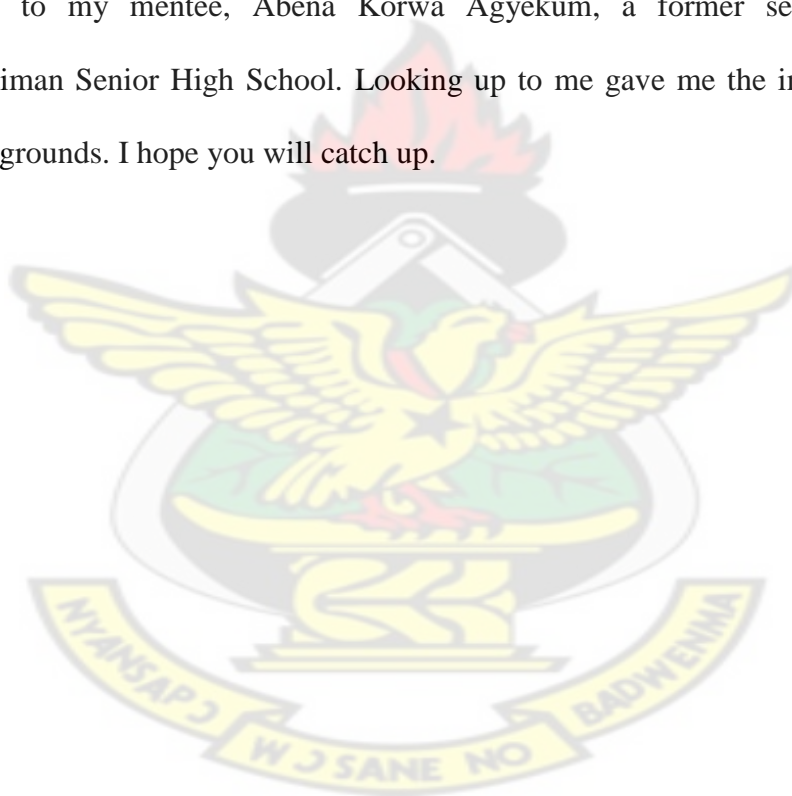


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CHAPTER ONE

INTRODUCTION

1.0 Background of the study

The acquisition and retention of high calibre of employees are critical to an organisation's success. As the job market becomes increasingly competitive and the available skills grow more diverse, managers need to be more selective and circumspect in their choices, since poor recruitment decisions can produce long term adverse effects, some of which are high training and development cost to minimize the incidence of poor performance, high employee turnover which has negative impact on staff morale, the production of high quality goods and services and the retention of organisational memory (Richardson, 2008). At worst, the organisation can fail to achieve its objectives thereby losing its competitive edge and its share of the market. Based on this, one can share the view that "the purpose of selection is to match people to work. It is the most important element in any organisation's management of people simply because it is not possible to optimize the effectiveness of human resources, by whatever method, if there is a less than adequate match" (Roberts 1997).

Therefore the job of a human resource manager in an organisation should be ensuring that fair and effective practices are implemented and adhered to for selection and recruitment of people to meet organisational needs.

It is an undeniable fact that, "the decision to appoint an individual is one of the most crucial decisions an employer will ever take" (IRS, 1991: The Selection 1: Recruitment and Development Report 16 cited in Reinholm, 2000). Larger organisations may have special departments that are responsible for selection and

recruitments of new entrances. But whatever the size of the organisation, most managers or entrepreneurs is likely to be faced with need to recruit and select employees. Lord Wilfred Brown, chief executive of Glacier Metal Company, states that “(managers) must at least have authority to veto appointment of persons to subordinate roles that they remove from these roles if they are unsatisfactory...” (Brown, W. Organization, 1974 cited in Reinholm, 2000)

By definition, recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organisation can select each other in their own short and long term interest, (Schuler, 1987). In other words, recruitment is the process of identifying and attracting a group of potential candidates from within and outside the organisation to evaluate for employment. Once these candidates are identified, the process for selecting the appropriate staff for employment can start. This means that ascertaining, measuring and evaluating information of potential candidates' qualifications for the specific position under consideration. Successful recruitments in organisation begin with proper employment planning and forecasting. In this phase of the staffing process, an organisation formulates plans to fill or eliminate future job openings based on an analysis of future needs, the talents available within and outside the organisation, and the current and anticipated resources that can be expended to attract and retain such talent.

Research has shown that organisations that practice recruitment and selection well have greater likelihood of hiring individuals who have the right skills and abilities to be successful in the target job. The reverse is also true in situations of recruitment

and selection failure. In addition to increased direct costs, high staff turnover also has disruptive effect on the use of managerial time and it can ruin motivation, morale and job satisfaction of staff. Organisations with high turnover find it hard to keep current customers, attract new ones, increase productivity or pursue growth opportunities. (Beardwell, and Holden, 1997). According to research of Seymour Burchman, a principal of Sibson & Company, staff turnover has a significant impact on revenue. In organisations where high staff turnover is common (speciality retailing, call centres, high-tech and fast food), it has reduced earnings and stock prices by 38%. Among stockbrokers, Burchman found out that hiring the right people in the first place is more important than any kind of inducement that organisations could pay to keep brokers, (MoreBusiness.Com.2000).

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

Thus the manner in which staffs are appointed is a major factor in determining the quality of product and/or service offered, and the behaviour and performance of the workforce, and in meeting the objectives of the organisation (Mullins L. 1996). Therefore it is important for managers/supervisors (the human resource departments of organizations) to recognise the importance of recruitment and selection, assess the effectiveness of present procedures and improve methods, techniques and skills of selection.

In spite of the numerous studies, the researcher is of the opinion that, the subject of recruitment and selection is still not clearly understood and more often than not poorly practiced. To understand and practice recruitment and selection well, one must adhere to recruitment and selection processes and strategies. However, it should be established quite clearly that, the practice of recruitment and selection varies from individual organization to specific positions they are seeking to fill. Thus depending on the level of position, a particular recruitment and selection procedure could stand more appropriate to be used.

Information gathered on the Social Security and National Insurance Trust (SSNIT) website indicates that, the organisation is a statutory public organisation charged with the administration of Ghana's National Pension Scheme. It is currently the biggest non-banking financial institution in the country. The Pension Scheme administered by SSNIT has a registered active membership of over one million and hundred thousand pensioners who collect their monthly pension from SSNIT.

Until January 2010, SSNIT was the only organisation charged with the responsibility of managing pension scheme in Ghana but due to poor management of

members' data, bad investments yielding negative returns, attitude of staff which customers found untoward and inadequate amount of money paid to pensioners resulted to general agitation from workers against the monopoly being enjoyed by SSNIT. The agitation against SSNIT monopoly led to the advent of the National Pension Act, 2008, Act 766 to provide pension reform in the country by the introduction of the three-tier pension scheme some of which will be managed by other organisations, thus bring competitors in the pension administration in the country. To be able to surmount the challenges which led to the enactment of Act 766, SSNIT should be able to adopt strategies to attract competent and dedicated employees and also retain its core staff in the face of the stiff competition in the pension industry in order to survive.

This survey therefore purports to examine the effectiveness of recruitment and selection practices at SSNIT to attract and retain core employees, using two representative branches of the organisation in the Kumasi Metropolis (www.ssnit.org.gh 2010).

1.1 Statement of the problem

Recruitment and selection in organisations often go together, occurring successively with the former normally preceding the latter. Recruitment and selection, as a human resource management function, is one of the activities that impact most significantly on the performance of an organisation. While various recruitment strategies and selection practices are available to organisations, it is relevant to point out that the effectiveness of these recruitment and selection practices and procedures differ and sometimes are not guaranteed. Again, while it is understood and accepted that poor recruitment decisions continue to affect performance and limit goal achievement, it

is taking a long time for institutions in many areas, including pension institutions, to identify and implement new, effective hiring strategies.

It has been observed that the major underlining factors leading to ineffective application of recruitment and selection strategies are limited number or lack of qualified candidates, nepotism, political and socio-cultural factors such as government regulations prohibiting discrimination in hiring and employment or giving a quota of employment opportunity to some category of people and so on. Also, trade unions play important role in recruitment. This restricts management freedom to select those individuals who it believes would be the best performers. If the candidate can't meet criteria stipulated by the union but union regulations can restrict recruitment sources. Dire consequences which can arise as a result of these factors are the organisation's inability to hire quality employees who can help achieve its goals and objectives and their inability to retain the core employees who will negatively be affected by such factors like nepotism in the case of internal recruitment.

Therefore, most often these recruitment and selection procedures are littered with difficulties that should be overcome and aim at being systematically valid and unbiased. The foundation of all successful recruitment and selection is to know what the job is and how it will develop over a predefined time period. This project thus identifies and assesses the recruitment and selection practices that are employed by SSNIT. It also considers the effectiveness or otherwise of these strategies, highlighting the drawbacks of its use and providing suggestions for ensuring its utility.

1.2 Objectives of the study

The broad objective of this study was to examine the recruitment and selection practices at SSNIT, using the two branches in Kumasi Metropolis as case study. The study sought:

1.2.1 General objective

To determine how recruitment and selection practices are carried out at SSNIT with the aim of attracting and retaining quality staff.

1.2.2 Specific objectives

1. To identify the recruitment and selection practices employed by SSNIT to attract and retain quality staff.
2. To assess the effect of recruitment and selection practices on employee attraction and retention at SSNIT
3. To identify the challenges associated with recruitment and selection practices at SSNIT.
4. To make appropriate recommendations on how to improve recruitment and selection practices at SSNIT.

1.3 Research questions

The study sought to answer the following research questions:

1. What are the recruitment and selection practices employed by SSNIT to attract and retain quality staff?
2. To what extent are the recruitment and selection practices employed by SSNIT effective in attracting and retaining quality staff?
3. What are the challenges associated with recruitment and selection practices at SSNIT?

4. How can recruitment and selection practices be improved at SSNIT to attract and retain quality staff?

1.4 Significance of the study

The falling performance in recent times by most organisation and closure of such branches indicates that most organisations do not perhaps practice effective recruitment and selection strategies. The findings of this study would have far reaching effect on organisations and in particular, branches of these organisations in relation to recruitment and selection practices.

Further, the findings in this study will constitute an addition to the existing stock of knowledge on recruitment and selection processes and strategies as far as branch recruitment and selection policy are concerned. To the socio-economic development of Ghana as a whole, the study will be a tool for public sector organisations to adopt recruitment and selection practices which will attract and retain quality employees. That calibre of personnel will ensure effective and efficient management of the country's business.

1.5 Overview of research methodology

The study population of this study refers to the employees of Social Security and National Insurance Trust and their recruitment and selection practices. The targeted population consisted of employees of the two branches in Kumasi Metropolis. Data gathered are from both primary and secondary sources; the primary data was collected through the administering of questionnaires and interviews. Two set of questionnaires were designed, one each for managers and unit heads of the branches and other employees of the branches. Secondary data was collected from references on previous researches, journals, articles and the internet.

1.6 Scope of the study

This project seeks to delve into the recruitment strategies and selection processes at SSNIT, doing a thorough analysis of their recruitment policy, evaluating the effectiveness of different recruiting techniques and sources for all types of job applicants in the organization and then determining the strengths and weaknesses. The study covered three out of the seven branches under the Kumasi Area Office.

1.7 Limitations of the study

The basic limitations I suspect to encounter during the study will be the difficulty in getting easy access to the offices to obtain information for the project. Time and financial constraints will also be a major limitation during the study. The quality and accuracy of the study however will not be affected by the above stated limitations.

1.8 Organisation of the study

The research is made up of five chapters. The Chapter One (the general introduction), provides the general background to study, statement of the problem, objectives of the study and research questions, significance of the study, an indication of the research methodology, scope of the study as well as limitations of the study. The second chapter relates to the literature review on recruitment and selection strategies and processes. The third chapter is the methodology adopted for the study and the background of Social Security and National Insurance Trust. The forth chapter contains presentation and analysis of data. The fifth chapter summarizes the findings and based on the findings, makes conclusions and provides some recommendations

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The literature review section provides the background information of the studies. Existing literature relevant to the topic have been reviewed intended to serve as theoretical basis of study and also to provide acknowledgement of the contributions made by the various authors of the topic.

2.1 Definitions and concepts of Recruitment and Selection

Recruitment is best described as the way in which an organisation tries to source or attract people from whom it will ultimately make selections. According to Schuler (1987), recruitment is described as the set of activities and processes used to legally obtain a sufficient number of people at a right place and time so that the people and organisation can select each other in their own last short and long term interest. The Time 100, an online human resource site, defines recruitment as the process of identifying that the organisation needs to employ someone up to the point at which application forms for the post have arrived at the organisation. Recruitment strategies include effort to reach better pools of the candidates and to sell the organisation as an employer of choice.

From the layman's point of view, selection is about choosing between job candidates. It is how to make a fair and accurate assessment of the strengths and weaknesses of candidates and how to identify the candidate who is likely to perform well in the job. Recruiting individuals to fill a post within the business can be done either internally by recruitment within the firm or externally by recruiting people from outside.

Selection then consists of the processes involved in choosing from applicants a suitable candidate to fill a post. It is usually necessary to train that who have been selected. Training consists of the processes involved in making sure that job holders have the right skills, knowledge and attitudes required to help the organisation to achieve its objectives. According to Roberts (1997), the purpose of selection is to match people to the work. He further said that, it is the most important element in any organisation's management of people, simply because it is not possible to optimize the effectiveness of human resources, by whatever method, if there is a less than adequate match. Recruiting the right people is very key to the success of many organisations. It is therefore relevant for organisations to ensure that the processes and procedures involved in recruitment and selection meet their needs and are legal. Potential applicants can decide to apply for a post based on the quality of information that they receive. Details of the post will usually be the first communication they have with the organisation

2.2 Recruitment and Selection Practices

This subsection seeks to throw some light on recruitment and selection practices, drawing a comparison between early or olden days recruitment and selection practices and modern or today's practices.

2.2.1 Early Recruitment and Selection Practices

According to Singh (2008), in the collections of the British Museum, there is a decree signed by Julius Caesar in 55 B.C., promising a reward of 300 *sestertii* to any soldier who brought another to join the Roman army. This is the first known example of an employee-referral program. And, it's a generous one at that: The

amount represented a third of a soldier's annual pay. It reflected how serious the Romans were about finding soldiers. They had the first known recruiters and faced many of the same challenges we have today.

He continued by saying that, keeping this huge organization staffed up was no small task, since wars were common, turnover was high, and there was a constant need for soldiers and other personnel. In addition to soldiers, the army needed engineers, medical staff, surveyors, carpenters, veterinaries, hunters, and armourers, even soothsayers. As a consequence, the Romans created many of the practices we have today to get the best talent.

Finding soldiers was no easy task, as the Romans had high standards, were saddled with many arcane requirements in hiring, and had plenty of competition for talent. Anyone joining the army had to be a Roman citizen; capable of marching 18 miles while wearing the full uniform, armour, and weapons; and carry 60 pounds of supplies. Despite good pay and bonuses, the somewhat hazardous work environment meant that people did not flock to the army. So, recruiters travelled the length and breadth of the Empire to find suitable candidates (Singh 2008).

But laws imposed by the Roman Senate made this task more complicated. A citizen could not just be hired into any position. Roman society was divided into five classes that determined where one could work in the army. The most wealthy, the first class, were the most heavily armed and were equipped with helmets and armour. They carried spears and swords. The lower classes bore lesser armament and weaponry; the fifth class carried no armour at all and was solely armed with slings. Needless to say, they didn't see much action and their accomplishments were not the stuff of legends. They did perform the vital service of digging latrines, but that didn't usually lead to being covered in glory: something else, maybe, but definitely not glory.

Singh (2008) further adds that, for a long time, all hiring for the army was directed from Rome at the direction of the Consul or leader of the Senate. Provincial governors and commanders in the field had no authority to recruit anyone.

That changed around 50 B.C., when they were allowed to hire locally. Giving the “hiring managers” the authority to pick their own employees made recruitment faster and more efficient, and also made them more responsible for their own successes or failures. Loyalty of the soldiery was transferred from Rome itself to its commanders, the men who could provide them with the loot. This made the army more effective, since the soldiers had been chosen for the tasks their commanders were entrusted with and without regard to consideration for rules imposed by bureaucrats in Rome.

2.2.2 The Recruitment and selection practices in the modern era

In her study of recruitment strategies, Richardson (2008) establishes that, successful recruitment involves several processes which include development of a policy on recruitment and retention and the systems that give life to the policy. She also talks about needs assessment to determine the current and future human resource requirements of the organisation. If the activity is to be effective, the human resource requirement for each job category and functional division/unit of the organisation must be assessed and a priority assigned.

Dessler (2008) also adds job analysis as a provision of information about what the job entails and what human characteristics required to perform these activities. He went on to say that, “we can envision the recruitment and selection process as a series of hurdles”. The explanation to the above quote is as follows; organisations should decide what position to fill through personnel planning and forecasting. They should then build a pool of candidate for these jobs, by recruiting internal and

external candidates. They should continue by having candidates complete application forms and perhaps undergo initial screening interview. He was also of the view that, organisations should use selection tools like tests, background investigations and physical exams to identify viable candidates and lastly decide who to make an offer to, by having the supervisor and perhaps others interview the candidates.

Richardson (2008) again discusses determination of the organisations ability to pay salaries and benefits within a defined period and identification and documentation of the actual process of recruitment and selection to ensure equity and adherence to equal opportunity and other laws.

She further adds that documenting the organisation's policy on recruitment, the criteria to be utilized, and all the steps in recruiting process is as necessary in the seemingly informal setting of in house selection as it is when selection is made from external sources. Documentation satisfies the requirement of procedural transparency and leaves a trail that can easily be followed by audit and other purposes. Of special importance is documentation that is in conformation with freedom of information legislation (where such legislation exists), such as criteria and procedures for the initial screening of applicants, criteria for creating long and short lists and criteria and procedures for the selection of interview panels. Others are interview questions, interview scores and panellists' comments, results of tests (where administered) and results of reference checks.

According to Lewis (1985) and Nyarbi (2009), the recruitment process is part of the organisational management which relates to systematic gathering of a pull of potential employees in order to select the most suitable one among them. Recruitment must therefore be done systematically to avoid cost and waste of time to both management and would be employees. The objective of recruiting process is to

provide a sufficient large group of qualified candidates so that suitable employees can be selected out of them. Nyarbi (2009) explained the following as the process of recruitment:

2.2.2.1 Planning

Accordingly, planning in the recruitment process means that recruitment must begin with a clear specification of the type and number of human resources required and also with a clear indication of when, or by when, they are needed; implicit in the second specification is a time frame e.g. the time lag or duration between the receipt of a requisition and the actual date from which new recruit begins work. This time frame is often spoken as a recruitment pipeline.

2.2.2.2 External Influences affecting recruitment

This in the view of Nyarbi (2009) consists of the organizational policies and practices, organizational images which are said to be variables, which management should take into consideration by analyzing them before recruitment.

2.2.2.3 Employee Requisition

According to him, the recruitment process usually begins with the receipt of the requisition from the department which wants a position to be filled up. In this case, the requisition form should contain a brief description of the post in which one is applying for qualification and experience required by the reason for recruitment of personnel, that is, new vacancy or replacement and sanction for the post. The signature in this sense of the request for authority must be on this document.

2.2.2.4 Job Analysis

He explains this as the determination of the essential characteristics of a job or the process of examining a job in order to identify its components, facts and whether it can be performed. It also involves the determination of skills, knowledge, abilities and the responsibilities requiring the holder of a particular position. It is always important to do this before the recruitment. The recruitment process described by Nyarbi can be summarized as follows:

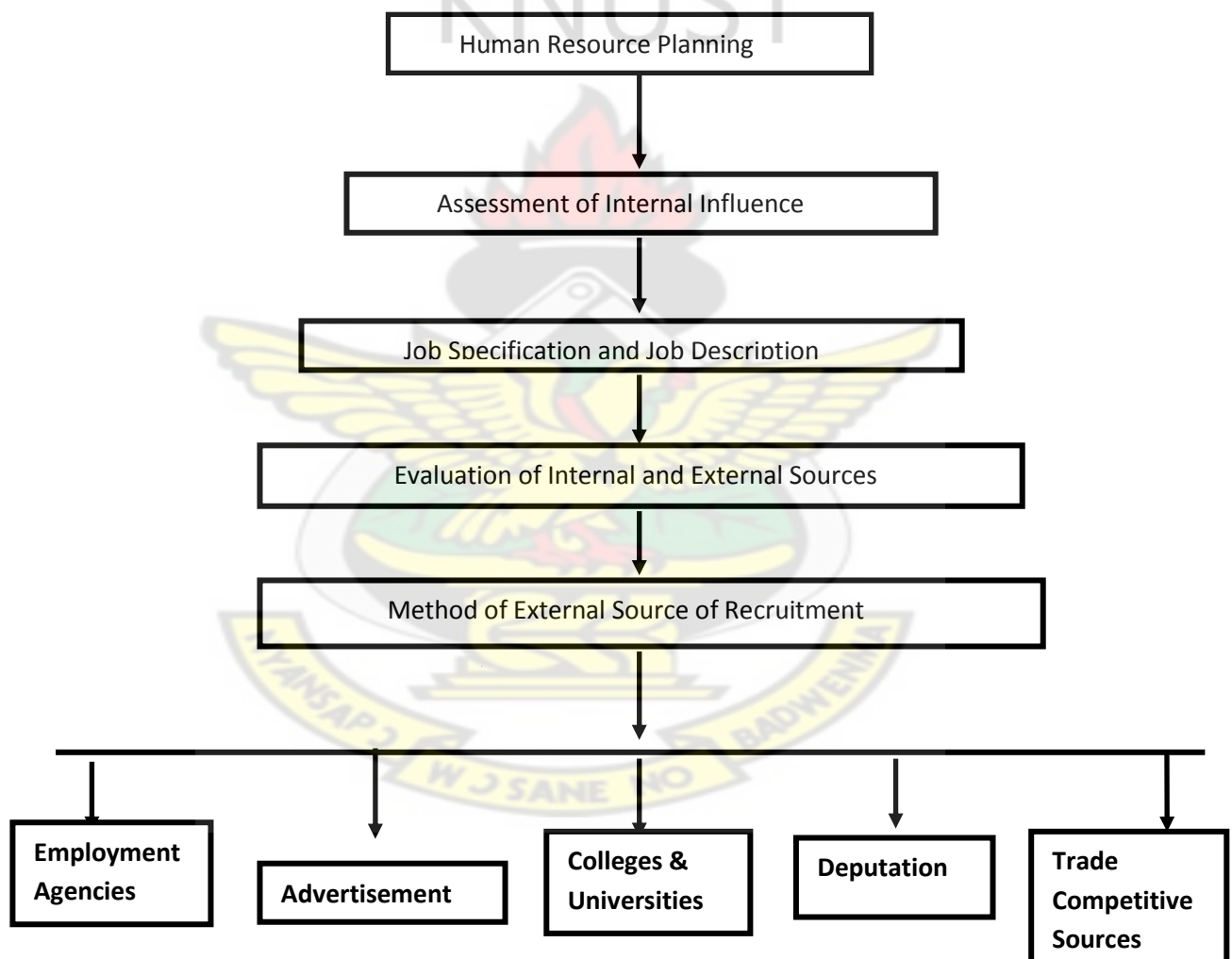


Figure 2.2 The Entire Recruitment Process

Source: Nyarbi (2009)

2.3 Recruitment practices

Dessler (2008) defines employee recruiting as finding and/or attracting applicants for the employer's open positions. He continues by stating that these candidates can be from internal sources or outside sources. He explains internal sources as "promotions from within" through rehiring or succession planning. On outside sources of candidates, Dessler is of the view that, "firms can't always get all the employees they need from their current staff and sometimes they just don't want to". He thus identified the following as some of the outside sources of candidates; recruiting via the internet, advertising, employment agencies, college recruiting, referrals and walk-ins just to mention a few.

On his part, Turkson (1997), is also of the view that, HRM function generally recognises two main sources of recruiting and selecting candidates for the job position in an organisation; namely internal and external sources. According to him recruitment may be conducted internally through the promotion and transfer of existing personnel or through referrals, by current staff members, of filling vacancies, job openings can be advertised by job posting, that is, a strategy of placing notices on manual and electronic bulletin boards, in company newsletters and through office memoranda. Referrals are usually word-of-mouth advertisements that are a low-cost-per-hire way of recruiting. Internal recruitment does not always produce the number or quality of personnel needed; in such an instance, the organisation needs to recruit from external sources, either by encouraging work-in applicants; advertising vacancies in news papers, magazines and journals, and the visual and/or audio media; using employment agencies to "head hunt"; advertising on-line via internet; or through job fairs and the use of college recruitment, Richardson (2008).

2.3.1 Recruiting from External Sources

In her study of recruitment strategies, Richardson (2008) has it that, external recruiting methods can be grouped into two sources; Informal and Formal.

According to her, Informal recruiting methods tap a smaller market than formal methods. These methods may include rehiring formal employees and choosing from among those “walk-in” applicants whose unsolicited résumés had been retailed on file. The use of referrals also constitutes an informal hiring method. Because they are relatively inexpensive to use and can be implemented quickly, informal recruiting methods are commonly used for hiring clerical and other base-level recruits who are more likely than other groups to have submitted unsolicited applications. Formal students who participated in internship programmes may also be easily and cheaply accessed.

She further explains that, formal methods of external recruiting entail searching the labour market more widely for candidates with no previous connection to the organisation. These methods have traditionally included newspapers/magazines/journal advertising, the use of employment agencies and executive search firms, college recruitment, job/career fairs and e-Recruiting are reaching the job seeker market. Posting vacancies externally through the various arms of the media or via employment agencies reaches a wider audience and may turn up a greater number of potential candidates from which the organisation can choose. At the same time, this method is relatively expensive and time-consuming as the organisation works through initial advertisements, short-listing, interviewing and the other processes that precede selection.

Armstrong (2006) also has it that, if there are no people available within the organisation, the main sources of candidates are advertising, the internet and outsourcing to consultants or agencies. Even then, there is no guarantee that the results will be satisfactory to the organisation, since the cost of advertising often limits the frequency and duration of the job posting, as well as the amount of information made available, thus making it difficult for a job seeker to accurately judge the worth of the position being offered. In addition, the organisation may hire a candidate who fails to live up to the high potentials displayed during the selection process (Richardson 2008).

She goes on to say that, recruiting firms/employment agencies are gaining in popularity, especially in the search for management level/executive talent. Recruiting via this medium is expensive, whether the organisation uses a contingency firm or has one on retainer. Executive search firms tend to match candidates to jobs that most organisations can, on their own, primarily because the recruiting firms /employment agencies possess larger database of, and wider access to, persons (whom they may themselves have placed) and have a greater awareness of the location of competencies needed by the client agencies.

She concludes by stating that, it is possible for an organisation to reduce the risks and high costs of recruitment by maintaining a small cadre of full-time, permanent employees and meeting an unexpected and temporary need of staff through the use of *ad hoc* and short-term contract that come to the position already trained. It is frequently said that the best jobs are not advertised; their availability is communicated by word of the mouth. Networking, therefore, continue to be a viable.

2.3.1.1 On-line Application/Recruitment on the Internet

A survey conducted in Europe by IRCO-IESE Business School (2001) on E-Recruitment revealed that, using the internet is faster and cheaper than many traditional methods of recruiting. Jobs can be posted on internet sites for a modest amount (less than in the print media), remain there for periods of thirty or sixty days or more at no additional cost and available twenty four hours a day. Candidates can view detailed information about the job and the organisation and then respond electronically. Most homes and workplaces are now using computerised equipment for communication; the internet is rapidly becoming the method of choice for accessing and sharing information. First-time job seekers are now more likely to search websites for job postings than to peruse newspaper, magazines and journals. The prevalence of e-advertising has made it easier.

Dessler (2008) also argued in favour of recruiting via the internet. According to him, the Web is a cost-effective way to publicise opening; it generates more responses quicker and for a longer time at less cost than just about any other method.

The survey by IRCO-IESE Business School (2001) further found that, on-line recruiting also provides access to passive job seekers, that is, individuals who already have a job but would apply for what appears a better one that is advertised on the internet. These job seekers may be of a better quality since they are not desperate for a job change as are the active job seekers who may be frustrated, disgruntled workers looking for a new position. Also, companies that are likely to advertise on-line usually have a website allows potential candidates to learn about the company before deciding whether to apply, thus lowering the incidence time-wasting through the submission of unsuitable applications. The website can be used as a tool to

encourage potential job seekers to build an interest in joining the organisation. It again found that, job websites offer unlimited space which can be used, by management, to sell the organisation. The site can then be used, not only to post vacancies, but also to publicise the organisation. Most importantly, the system will provide a proper path to securing quick response to job openings.

It has been estimated by Cappelli (2001) cited in Armstrong (2006) that it costs only about one-twentieth as much to hire someone online, if that is the only method used as it does to hire the same person through traditional methods. Armstrong (2006) also states that, e-recruitment not only saves cost but also enables organisations to provide much more information to applicants, which can easily be updated. To him, there is more scope to present the 'employment proposition' in terms that increase the attractiveness of the company as a place in which to work.

According to Sparrow (undated) cited in Vance et al. (2011) internet recruiting is not all positive. There are potential drawbacks which are as follows: It attracts too many applicants to process effectively and in a timely manner, creating an excessive workload and possibly hurting the company's image. E-recruitment also presents a challenge when the recruiting company is not well known in new foreign market.

Attraction of questionable data of highly variable quality is also present in online recruitment. This offers a lack of quality control in getting a response from truly interested targeted groups. Finally as cited in Vance et al (2011), Sparrow (undated) is of the view that, e-recruitment contains an inherent discrimination against other qualified candidates due to mostly male candidates applying. For effectiveness in the use of the strategy of e-recruiting, Assad (undated) in one of his contributions on

eHow.com had the following advice for companies; Create an online advertisement for the position that is clear, eye-catching, and includes both relevant details about the position, such as pay range, and the hard requirements, such as educational degrees, certifications or specialized licenses.

He continues by emphasising that, an online advertisement can typically be purchased with a print advertisement in certain publications, but online ones have more text space and the potential to reach a larger segment of qualified applicants. Indicate that the salary is negotiable so that you don't lose a potential candidate. Some online employment advertisement fail to note specific requirements or salary range, which wastes the job seeker's time as well as your own if the applicant is unqualified for the position or is seeking greater pay.

Finally he says organisations should avoid wording that is commonly associated with scams, like "Make thousands of dollars per week." Double-check the post before submission for grammar and spelling errors, and avoid slang.

2.3.1.2 Unsolicited Applications

Like the name suggests, this source of recruitment is a situation whereby job seekers apply for jobs without being aware of any vacancies. According to an article on IM Recruitment Blog (2012), such callers are considered nuisance to the daily work routine of the enterprise but can help in creating the talent pool or the database of the probable candidates for the organisation.

2.3.1.3 Public Employment Agencies

This is popularly referred to as Labour Departments (labour offices) in Ghana. All the regions and some districts in Ghana have Labour Departments or offices where both job seekers and employers register for recruitment. Jaracz (2012) in an article on How Stuff Works indicated that, for employers, an employment agency can take the grunt work out of the human resources because filling an open vacancy takes time and money. According to him, one of the major public employment agencies is the U. S. Department of labour Employment and Training Administration. This agency provides job seeking services and tools for workers through online resources and network of offices around the country.

2.3.1.4 Private Employment Agencies

Private employment agencies also help place workers, particularly in the private sector. These employment agencies tend to specialise in one of three fields; personnel placement services, staffing services also known as temporary help services and executive search Jaracz (2012). In recent times, there has been proliferation of private employment agencies. Employers who cannot go through the cumbersome processes of recruitment may engage one of such private employment agencies upon the payment of the prescribed fee to do the recruitment on their behalf. Research from internet sources also indicate that the modern recruitment source fully managed by the organisation is the web job advertisement which is very cheap but it can flood the organisation with many useless job resumes. This can rather make the final decision almost impossible. The cost or income ratio is always attractive but success rate can be really low. The other external recruitment sources are the recruitment agencies and executive search companies which their services are

not cheap but the organisation does not have to handle all that job resumes and the good agency also makes follow ups of the job candidates in the recruitment process. In addition, there should be demands for replacements or for new jobs to be filled and these demands should be checked to ensure that they are justified. This may be necessary to check on the need for a replacement or the level or type of employees that is specified. This means that the human resource should make sure that vacancies of positions are filled and to ensure that the work are done by the employees.

Requirements for particular positions are set out in the form of job description and person's specification. These really provide the basic information required to draft advertisements, brief agencies or recruitment consultants and assess candidates. The job description is a process of determining what a job is in terms of specific duties and responsibilities, working conditions, how the job is to be done, the title of the job, location etc. and the persons specification over here, also known as recruitment, or job specification, which really defines or come out with the education, training, qualifications and experience. In this case the technical competencies are set out in a role. A role profile will help to set output expectations and competency requirements for interviewing purposes, but more information may be required to provide the complete picture for advertising and briefing candidates on terms and conditions and career prospects.

2.3.1.5 College/University Recruitment

College recruiting is sending an employer's representatives to college/university campuses to pre-screen applicants and creates an applicant pool from that college's

graduating class. Indeed, it is an important source of management trainees, promotable (entry-level) candidates, and professional and technical employees, Fisher et al. (1993).

To get the best out of this hiring strategy, the organisation and its career opportunities must be made to stand out. Human resource professionals are aware that few college students and potential graduates know where their careers will take them over the next fifteen to twenty years. Therefore many of the criteria used by students to select the first job may be quite arbitrary. The organisation that will succeed, then, is one that can show how the work it offers meets students' needs for skill enhancement, rewarding opportunities, personal satisfaction, flexibility and compensation, (Burleigh et al.1999).

According to Richardson (2008), College/University recruitment offers an opportunity for recruiters to select the potential employees with the personal, technical and professional competencies they require in their organisation. Their personal competencies identified may include, among others, a positive work ethic, strong interpersonal skills, leadership capacity and an ability to function well in a work team. The opportunity to discuss a student's current strengths and potential future value to an organization cannot be replicated in any setting.

Two major advantages of this strategy are the cost (which is higher than word-of-mouth recruiting but lower than advertising in the media or using an employment agency), and the convenience (since many candidates can be interviewed in a short time in the same location with space and administrative support provided by the college itself. Unfortunately, suitable candidates become available only at certain

times of the year, which may not always suit the needs of the hiring organisation. Another major disadvantage of the college recruiting is the lack of experience and the inflated expectations of new graduate and the cost of hiring graduate for entry level positions that may not require a college degree. To make college recruiting effective, the recruiting organisation must first determine how many and which schools should be targeted. It may prove cost-effective to do intensive recruiting in a few, carefully-selected institutions, establishing a presence and building the organisation's reputation among students and faculty. Timely and frequent dissemination of literature, the offer of internships and the award of prizes for academic and/or social prowess help to advertise the organisation as a preferred place of employment. Subsequent invitations to the organisation's offices, made to students identified as potential employees, may serve to solidify the firm's image, Fisher et al. (1993).

Public service organisations are usually unable to compete financially with their private sector counterparts and are therefore less likely to pay competitive salaries. However, most public service agencies provide their employees with a wealth and range of experiences that are available nowhere else. It is for that reason many college graduates use the public service as an employer of first resort to gain the experiences that will make them marketable in the short term. The strategies discussed above may not work as smoothly for public service recruiters, since the laws that govern their organisations' recruitment practices may be more stringent than those that apply in private sector companies (Wallace, Tye, and Vodanovich, 2000).

According to Dessler (2000), college recruitment is relatively expensive and time consuming for the recruiting company. The process involves screening the candidate, that is determining whether he/she is worthy of further consideration and marketing the company as a preferred place of employment. An alternate strategy for college recruitment is the career planning workshop. These activities are usually (but not exclusively) associated with adolescent school leavers. They do not immediately produce ready candidates for the job market but provide the opportunity for an organisation to present itself as an employer worthy of consideration. Co-ordinators of career planning workshops co-opt professionals and organisations to present career options to potential school leavers in a controlled setting so as to lay out the range of possibilities to young job seekers. Career planning workshops are used mainly as information-giving tools which the school leaver can use to make informed career choices. Some organisations use the workshops as a base for internships.

2.3.1.6 Job Fairs

In an article on buzzle.com cited in Richardson (2008), the concept of a job fair is to bring those interested in finding a job into those companies who are searching for applicants. Job fairs are open fora at which employers can exhibit the best their companies have to offer so that job seekers can make informed choices. They are considered one of the most effective ways for job seekers to land jobs. At the job fair, employers have a large pool of candidates on which to draw, while job seekers have the opportunity to shop around for dozens – sometimes hundreds – of employers, all in one place.

It is further explained in the article that, the usual format of job fairs is to have several companies set up information stations at an expo, with at least one representative of the company present to provide information. The fairs usually have a common theme or are specific to a certain field or area of interest. Interested individuals browse through the information provided by each company and then decide which company, if any, they would like to apply to. They have the opportunity to talk with a current employee of specific companies to learn more about the employment experience. Notwithstanding the fact that the atmosphere at the fair is more relaxed than an interview, employers are still on the lookout for qualified, potential employees who have interest, dedication and initiative.

2.3.2 Recruiting from Internal Sources

According to Richardson (2008), there are sound reasons for recruiting from sources within the organisation. The ability of the recruit is known so it is easy to assess potential for the next level. By contrast, assessments of external recruits are based on less reliable sources, such as references, and relatively brief encounters, such as interviews.

HRM Advice (2008) is of the view that, internal recruitment can build a strong loyalty with the organisation as the employees have a chance to change their position after a period of time. The employees are not pressed to look for opportunities on the external job market. They also mentioned that recruitment from within can be cheaper for the organisation and can save the costs dedicated to the training and induction of new employees. Also, as the candidate knows the organisation, the possibility of the failure is not a significant issue to the organization.

However, Richardson (2008) establishes that there are disadvantages in internal recruitment source, some of which have been found to be as follows;

Sometimes it is difficult to find the “*right*” candidate within and the organisation may settle for an employee who possesses a less than ideal mix of competencies. If the vacancies are being caused by rapid expansion of the organisation there may be an insufficient supply of qualified individuals above the entry level. This may result in people being promoted before they are ready, or not being allowed to stay in a position long enough to learn how to do the job well.

Recruitment from within may lead to a problem called inbreeding. This may occur when an enterprise tends to stagnate once most, if not all, the managers share the same experiences. This problem can be addressed by employing managers with different backgrounds and experiences who can bring new ideas and new approaches to bear on the process for attaining organisation goals, Abrefa-Gyan (2010).

HRM Advice (2008) also points out that internal recruitment needs strong management from the HRM function, which can lead to the conflicts and the HRM Function has to have a position to be able to act as a strong facilitator in the conflict resolution. The internal recruitment can lead to huge issues when the candidates come from one department. The managers have to have the right to protect their own interests in the organization as they are responsible for the smooth operation.

In times of rapid growth and during transitions, the organisation may promote from within into managerial positions, regardless of the qualifications of incumbents. Transition activities and rapid organisational growth often mask managerial

deficiencies; it is not until the growth rate slows that the deficiencies become apparent and then, the organisation finds it difficult, if not impossible to undo the damage. The resulting cost of remedial training can prove prohibitive Richardson (2008).

2.3.2.1 Posting Vacancies

As indicated earlier, job posting according to Dessler (2000) refers to the practice of publicising an open job to employees (often by literally posting it on bulletin boards) and listing its attributes, such as criteria of knowledge, qualification, skill and experience. The purpose of posting vacancies is to bring to the attention of all interested persons (inside or out of the organisation) the jobs that are to be filled.

According to him before posting a vacancy, management needs to decide whether it intends to retain the job in its present form and with its present title, remuneration and status, selected attributes of the job, for example, skill or experience, will change or there are sufficient qualified, potential applicants serving in other positions within the organisation who may be potential candidates for that job.

Again he indicates that, there should also be a look at the existing organisational policy on recruitment whether it is still applicable (for example, whether referrals, by staff members, of friends and family are still an acceptable way of filling vacancies) or the organisations stand to benefit more, in the long-term, from recruiting applicants from external sources.

2.4 Selection Practices

Once you have a pool of applicants, the next step is to select the best candidates for the job. This usually means whittling down the applicant pool by using the screening

tools such as tests, assessment centres, and background and reference checks. Then the prospective supervisor can interview likely candidates and decide who to hire Dessler (2008)

He further states that selecting the right employees is important for three main reasons: performance, cost and legal obligations. According to Dessler (2008) organisations' performance always depends in part on your subordinates. This is because employees with the right skills will do a better job for you and the company. On the other hand employees without these skills or who are abrasive or obstructionist will not perform effectively, and your own performance and the firm's will suffer. He concludes on this by stating that, the time to screen out undesirables is before they are in the door, not after.

On cost Dessler maintains that, it is expensive to recruit and hire employees. He cited an example that, the total cost of hiring a manager could easily be ten (10) times as high once you add search fees, interviewing time, reference checking, and travel and moving expenses. He also mentions legal obligation. According to him, it is important because of two legal implications of incompetent hiring. First equal employment laws require non-discriminatory selection procedures for protected groups. Second, courts will find the employer liable when employees with criminal records or other problems use access to customers' homes (or similar opportunities) to commit crimes. Lawyer call hiring workers with such backgrounds, without proper safeguards, negligent hiring Ryan et al. (1991) cited in Dessler (2008)

2.4.1 Selection Procedure

Selection process involves choosing of individuals who possess the necessary skills, abilities and personality to fill specific jobs in the organisation Abrefa-Gyan (2010). The researcher agrees with him that, proper and thorough selection policy must be followed by the management. There must be definite selection procedure established for screening out the undesirable and employing the desirable candidates. Abrefa-Gyan thus outlines the following as important steps involved in the satisfactory selection procedure:

2.4.1.1 Preliminary interview

The preliminary interview is generally quite brief and has the object of eliminating the obviously unqualified or unsuitable candidates. Lack of certain requirements in education, training or experience may determine unsuitability. He is of the view that, appearance, ability in communication, impression just to mention a few. Billikopf (2003) also supports this by stating that, good communication during the preliminary interview can minimise doubts about the job.

2.4.1.2 Application Form

According to Abrefa-Gyan (2010), application forms enable the organisation to obtain written record about the applicants relating to qualifications, experience and other specialization of the applicant. Connors (undated) cited in Dessler 2010 is of the view that, employment application forms generally should not contain questions about applicants' disabilities, workers' compensation history, age, arrest records or U. S. Citizenship. He further states that, personal information required for legitimate

tax or benefit reasons (such as who to contact in case of emergency) is best collected after you hire the person.

2.4.1.3 Employment Test

Abrefa-Gyan (2010) indicates that, test have been widely accepted as one of the selection procedures. However when test are used, they should not be relied on completely. He continues by saying that test should be considered as a step and not a replacement for the other selection procedure. This is because, test only give a small sample of an individual's behaviour and therefore cannot provide perfect prediction of the suitability of an applicant. He goes further by saying that employment tests could be classified into aptitude tests, intelligent tests, trade tests and interest tests.

2.4.1.3.1 Aptitude tests

Aptitude tests are designed to measure the potentialities and skills of individuals required to do the job. BusinessDictionary.com (2012) also defines aptitude test as employee selection test in which the candidates innate abilities and potentials for achievement is ascertained.

2.4.1.3.2 Intelligent tests

These are also used to judge the mental capacity of an applicant. They measure the individual learning ability, ability to understanding instructions and ability to reason and make judgement.

2.4.1.3.3 Trade tests

Trade tests or proficiency tests are designed to measure the skills already acquired by the individuals. For instance, in an office a test can be given to an individual to check up his speed at typing.

2.4.1.3.4 Interest tests

These are also designed to ascertain the interest, hobbies etc of applicants. They may enable the employer to know what the individual does with his spare time since that can also be an evidence of the applicant's character.

2.4.1.4 Reference checks/referees

According to Billikopf (2003), reference checking involves obtaining information about applicants from previous employers. Meeting references in person or on the phone is usually more productive than asking them to respond in writing. He says reference checks can supply important information about personality and character, and may even provide some legal protection.

2.4.1.5 Medical examination

The pre-employment physical/medical examination of a candidate aims at ascertaining the applicant's physical conditions to meet the job requirements to protect the organisation against avoidable claims under the workmen's compensation laws and to prevent communicable diseases from being introduced to the organisation Abrefa-Gyan (2010)

2.4.1.6 Employment or Selection interview

Farrington (2008) explains selection interview as a situation in which a personnel selector, through personal contact provides himself with behaviour to observe in order to assess the candidate's suitability for a post. He further explains that, the objective of the selection interview is to predict the candidate's probable behaviour in a particular job situation, and the only way this can be done with any accuracy is by obtaining a sample of his behaviour sufficiently typical to act as a basis for forecasting what he/she in the future.

2. 5 Challenges associated with the recruitment and selection practices

Kelchner (2012) began his article on HR Challenges in recruitment with the following quotation;

“The human resources department of any company is in the business of recruiting and retaining the best talent for the organisation. Recruitment strategies are one of the most vital duties of human resource workers. Changing in employment, technology and benefits present challenges to the human resource manager tasked with the duty of attracting highly skilled workers for her company”.

He thus went further to identify some challenges associated with recruitment and selection practices which are explain below;

2.5.1 Skilled Labour

A challenge for human resource managers is finding skilled workers to fill the positions in a company. The recruitment strategy for human resources must include methods to determine the skills of applicants for a position. Ramjee (2012) in an

article on e-how stated that, the right person recruited for a job does not just get the job done, but drives the position to help the company progress. According to him, a new recruit has to fit in with the company's culture and does not drag the team down. He goes on to say that, to recruit the right person cost effectively a company must know the difference between a qualified person and the best qualified for the position.

2.5.2 Legal Challenges

Human resource managers must be familiar with equal employment opportunity laws and guidelines when hiring workers. The recruiter must be knowledgeable and comply with both state and federal fair employment practices laws, (Eckhaus 2009).

2.5.3 Marketing the Position

When attempting to attract a skilled and talented workforce, human resource recruitment managers must sell the benefits of the company to prospective workers. The manager must be knowledgeable on advancement opportunities, benefits and working conditions in the organisation to market employment with the company to potential employees, (Kelchner 2012)

2.5.4 Retention

Kelchner (2012) also has issues with retention as a major challenge associated with recruitment and selection. According to him, one of the difficulties in hiring new staff for a company is ensuring the worker will stay with the company. While it may be difficult to determine the intentions of an interviewee, human resource recruiters

must evaluate and analyze the prospective worker to reduce turnover in employees. Retaining employees saves a company the cost of training and recruiting.

2.5.5 Geography

Geography poses several issues for recruiting talent. When looking to fill positions within your organization, you would normally look to the local talent pool for qualified candidates. Whether it is because of talent leaving the area or there not being enough candidates experienced in the fields you are hiring for, having a lack of local qualified candidates can be a problem. The other challenge with geography is enticing candidates to move to your area to work for the company. If you have set up shop in an area that is known for bad weather or is in an economically depressed region, it could be difficult to attract top talent, (Anderson 2012).

2.6 The effect of recruitment and selection on attraction and retention

In an article by O'Leary (2012), it became clear that to increase your pool of candidates for selection, add value to your interview process, heighten employee loyalty, build supportive peer relationships, and improve retention rates simultaneously, organisations must implement a team recruitment strategy, by involve current employees in recruiting new ones. While there are myriad methods of involving employees in the recruiting process, this article highlights the three most common strategies: employee as agent, employee as contributing evaluator, and employee as sponsor or peer mentor (cited in Topjoboptions.com 2009).

2.6.1 Employee as Agent in Recruiting Employees

O'Leary (2012) holds the view that, establishing a modest recruitment incentive program will encourage positive public relations and improve employees' perceptions of their relationship with the company. An existing employee adds value to an employee recruiting campaign for several reasons.

First, because employees have an operational understanding of the various roles and responsibilities of the business, they will be more likely to introduce candidates who match position requirements. Also employees will feel valued when a personally recommended candidate is considered. Positive public relations will manifest naturally when employees know that they can benefit from attracting others to the business.

2.6.2 Employee as Contributing Evaluator in Recruiting Employees

In the article, O'Leary (2012) further stated that, inviting employees to participate in the interview process as contributing evaluators augments employee perceptions of value and offers front line insights regarding candidate suitability and fit within an existing team structure. While employees may or may not participate actively during the interview session, their post-interview comments to managers can be very helpful in evaluating first round interviewees. This method of inclusion has a wide range of benefits, some of which are as follows;

He again posits that, it gives a voice to the departmental members who will work with the new employee, increases employees' perception of value through inclusion, fosters positive working relationships between managers and reporting staff and serves as a practical training exercise for interviewing skills.

Again the method supports a spirit of cooperation across organizational levels, provides key front-line operational insights regarding a candidate's ability to respond to position requirements and supports ownership and empowerment of departmental activity, (Topjoboptions.com 2009).

2.6.3 Components in an Employee Sponsorship Process

According to O'Leary (2012), a basic sponsorship program includes a letter and information packet sent from the sponsor to the new employee's home address prior to the first work day. The package might include information relating to the history of the company, key biographies and roles and organizational chart, position descriptions and how they support business goals.

Others are welcome letters from relevant managers including the president, administrative comments and policies, social opportunities described benefits summary; and area information such as maps, Internet sites, restaurants, clubs, attractions, and so forth.

Finally, the sponsor personalizes the package with a cover letter providing contact information, key dates and times for personnel processing and induction, and general comments, (O'Leary 2012).

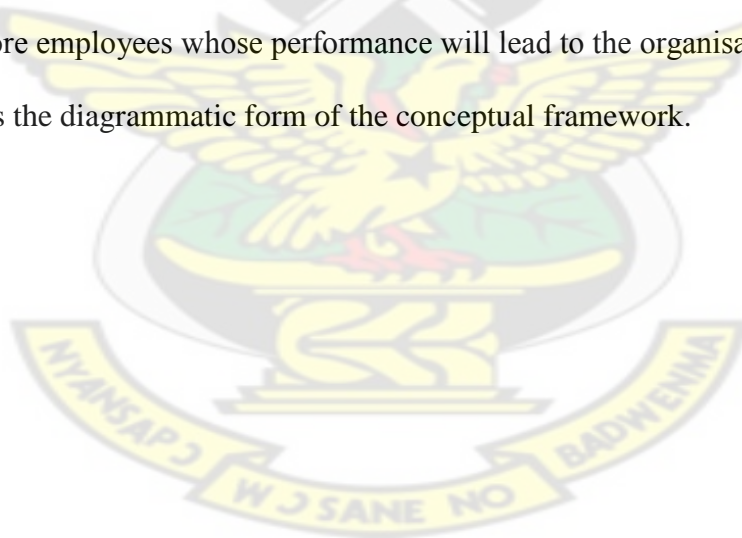
O'Leary in his conclusion states that, by incorporating these three team-approaches recruiting methods, retention efforts will be simultaneously strengthened through the improved perceptions of new recruits and the active participation of existing employees. Fostering a sense of community by inclusion will make recruiting and retention efforts more effective.

2.7 Conceptual Framework

A conceptual framework explains either graphically or in narrative form or models, the main things to be studied; the key factors, constructs or variables and the presumed relationships among them. Framework can be rudimentary or elaborate, theory-driven or commonsensical, descriptive or casual Miles et al. (1994) cited in Turkson (undated). In the study of the effect of recruitment and selection practices on the retention of core employees, the conceptual framework will be as follows;

Organisations identify the appropriate sources of recruitment either from within or outside to fill vacancies created in the organisation. A thorough evaluation of the various sources of recruitment is done to adopt the one/ones which is/are very effective and capable of attracting quality personnel for the organisation. The appropriate selection procedure is then followed to shortlist and finally hire and retain core employees whose performance will lead to the organisation's success.

Below is the diagrammatic form of the conceptual framework.



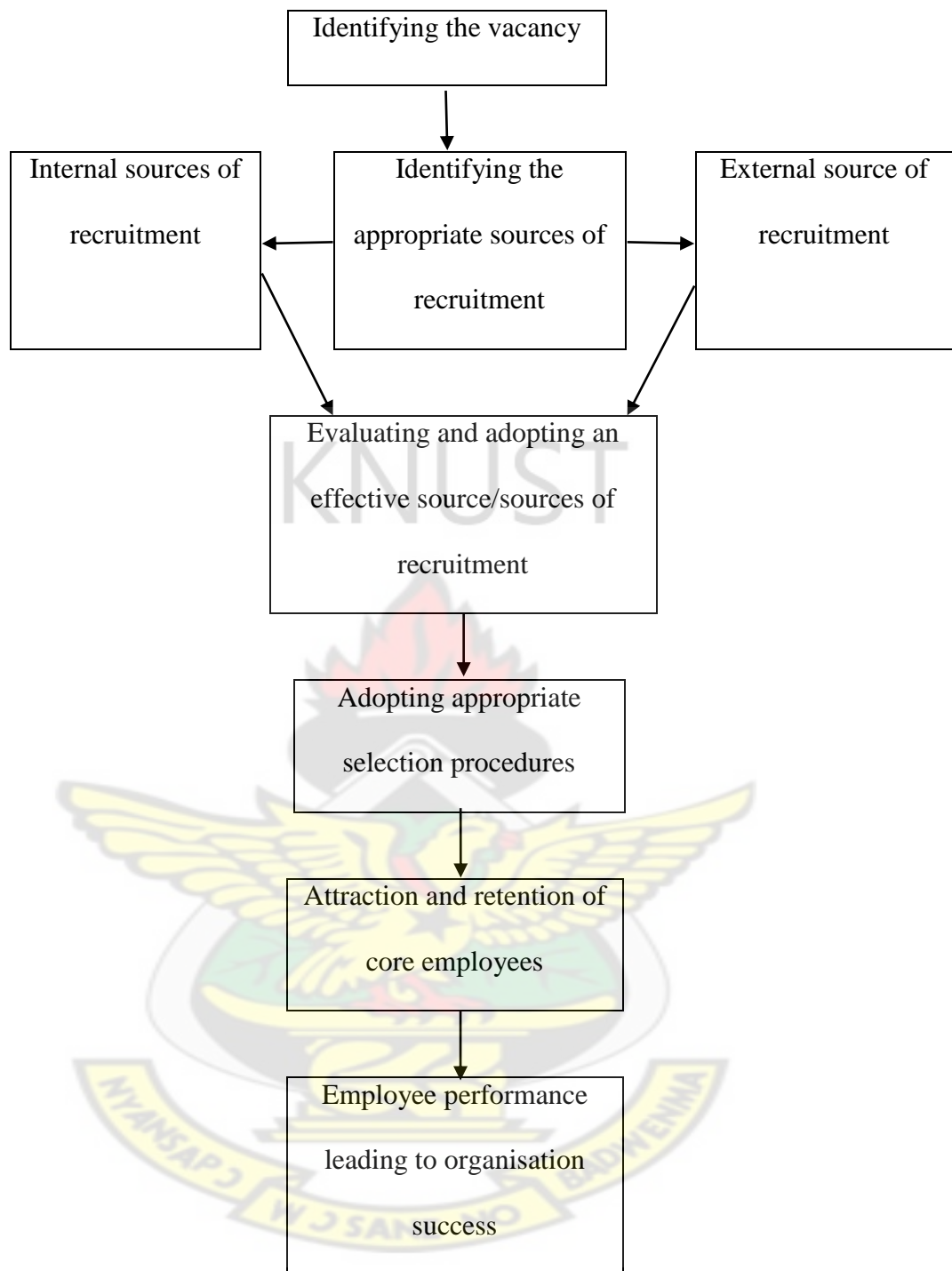


Figure 2.7 Conceptual framework: Process of recruitment and selection to attract and retain core employees

Source: Author's own construct (2012)

CHAPTER THREE

RESEARCH METHODOLOGY AND ORGANISATIONAL PROFILE

3.0 Introduction

This chapter presents the detailed description of the methodology adopted for the study. The methodology section covers the research design, sources of data, population for the study, sampling techniques, data collection techniques, data analysis techniques among others. The last section of this chapter covers a brief presentation of the profile of the organisation, intended to provide information about the history, specific core business among other things. This chapter is significant because it elaborate on how the data collected from the respondents are analysed with respect to the objectives and research question of this study.

3.1 The Research design

The study employed survey research design to assess recruitment and selection practices and their effect on attraction and retention of quality staff to the organisation. To collect the relevant data (which mainly are employees and management of the Branches), the study adopted the structure of the research to include: design of questionnaires, collection of data through questionnaire administering, processing of the data collected, analysing the data and interpreting the data analysed to identify, assess and examine the recruitment and selection practices and their effectiveness in the branches.

3.2 Sources of data

Both primary and secondary data were used in conducting the research.

3.2.1 Primary data

Primary data is the specific information collected by the person who is doing the research. It can be obtained through clinical trials, case-studies, through experiments and randomized controlled studies. This information can be analyzed by other experts who may decide to test the validity of the data by repeating the same experiment. (Barker, 2012) Primary data is data observed or collected directly from first hand-hand experience. Some examples are questionnaire, interview and observation.

Questionnaires were used for the primary data collection. This method was chosen because it helped to bring out the exact information needed for the specific purpose of the research work.

3.2.2 Secondary data

Saunders et al. (2009) defines secondary data as data used for a research project that were originally collected for some other purpose. Textbooks, thesis, articles, journals, web sites magazines and newsletters from Social Security and National Insurance Trust were use for the secondary data collection. Data from the secondary source helped the researcher in retrieving information for the literature review on the topic. It also helped to identify how others have defined and measured key concepts and discovered how this research project is related to other studies.

3.3 Population and sample size

SSNIT branches in Kumasi Metropolis, namely Adum and Asafo were selected for this study. The population of the study consisted of management members and other staff across the various departments some of which are compliance, benefits,

accounts just to mention a few. The total population from the selected branches was made up of eighty (80) employees: eight (8) management members and seventy two (72) staff members. The table below shows the total population of staff in different positions and their numbers.

Table 3.3 Number of staff/respondents and their positions

CATEGORY	POSITION OF STAFF	NUMBER	TOTAL
MANAGEMENT	Area/HR Manager	1	8
	Area Accountants	2	
	Branch Managers	2	
	Branch Accountants	2	
	Corporate Affairs	1	
EMPLOYEES	Compliance Officers	18	72
	Benefit Officers	11	
	Member Account Officers	12	
	Corporate Affairs Officers	4	
	Cashiers/Tellers	4	
	Security Men	8	
	Drivers	8	
	General Services Staff	7	
GRAND TOTAL			80

Since the best sample for every research study is the entire population if it is manageable, the entire population of the branches in Kumasi being eighty (80) was used as respondents.

3.4 Data collection instrument

The researcher used questionnaire to identify and assess the effect of recruitment and selection practices on employee attraction and retention at SSNIT. Two sets of questionnaires were designed each for management and other staff members of the branches. The questionnaires designed to make the purpose of the study successful after the results had been ascertained.

3.5 Administration of Instruments

Copies of the questionnaire were distributed to staff members and managers at the various offices. After some time, the researcher went back and collected the answered questionnaires. The researcher explained the questions to the respondents thoroughly after copies of the questionnaire were given to them. The purpose of this was to help the respondents to understand the purpose of the research and to do away with suspicions, partialities and also to be able to provide their independent opinions on the questionnaire items given to them. To have a valid and reliable data, the researcher ensured that the questions were well formulated which allows error minimization.

3.6 Data Analysis Technique

The collected data were statistically analysed, using the Statistical Package for Social Scientists (SPSS) software. Representation like frequency tables were used to ensure easy and quick interpretation of data. Responses were expressed in percentages and frequency numbers. Data from the completed questionnaire were checked for consistency. The items were grouped based on the responses given by the respondents and were coded for easy usage of the SPSS. This method was used

because it is the best instrument to identify, compare, describe and reach a conclusion.

3.7 Organisational Profile

According to the official website of SSNIT, www.ssnit.org.gh (2010), the Trust was established in 1972 under NRCD 127 to administer the National Social Security Scheme. Prior to 1972, the Scheme was administered jointly by the then Department of Pensions and the State Insurance Corporation. Until 1991, the Trust administered a Provident Fund Scheme, and this was converted into a social insurance pension scheme which was reformed in January 2010 by an Act of Parliament, Act 766. The Act was however enacted on December 12, 2008 to replace the previous-Cap 30 and SSNIT Pension Schemes.

The Social Security and National Insurance Trust (SSNIT) is a statutory public Trust charged under the National Pensions Act 2008 Act 766 with the administration of Ghana's Basic National Social Security Pension Scheme and to cater for the first tier of the contributory three-tier scheme. The Trust is currently the largest non-bank financial institution in the country.

The primary responsibility is to replace part of lost income of Ghanaian workers or their dependants due to Old Age, Invalidity, or loss of life. The Pension Scheme as administered by SSNIT has a registered membership of approximately one million with over 110,000 pensioners who regularly receive their monthly pensions from SSNIT. The annual absolute growth of pensioners is over 7,000.

The core functions of SSNIT are as follows;

- Register employers and workers
- Collect contributions on behalf of workers

- Manage records on members
- Invest the funds of the Scheme
- Process and pay benefits to eligible members and nominated dependants.

SSNIT has a decentralized operational system made up of the Area, Branch, and Day Offices. An Operations Co-ordinator at the Head Office co-ordinates all operational activities and reports to the General Manager, Operations. There are seven (7) Area Offices, forty-eight (48) Branches and eighteen (18) Day Offices spread throughout the country.

The organisation also has various departments namely, human resource department, operations department, legal department, corporate affairs department, finance department just to mention a few (www.ssnit.org.gh)

Membership of the SSNIT Scheme is open to all workers in Ghana except officers and men of the Ghana Armed Forces and any other person who is expressly exempted by law. The scheme is also optional for the self-employed (National Pensions Act, 2008).

3.7.1 Overview of Organisation's Policy on Recruitment and Selection

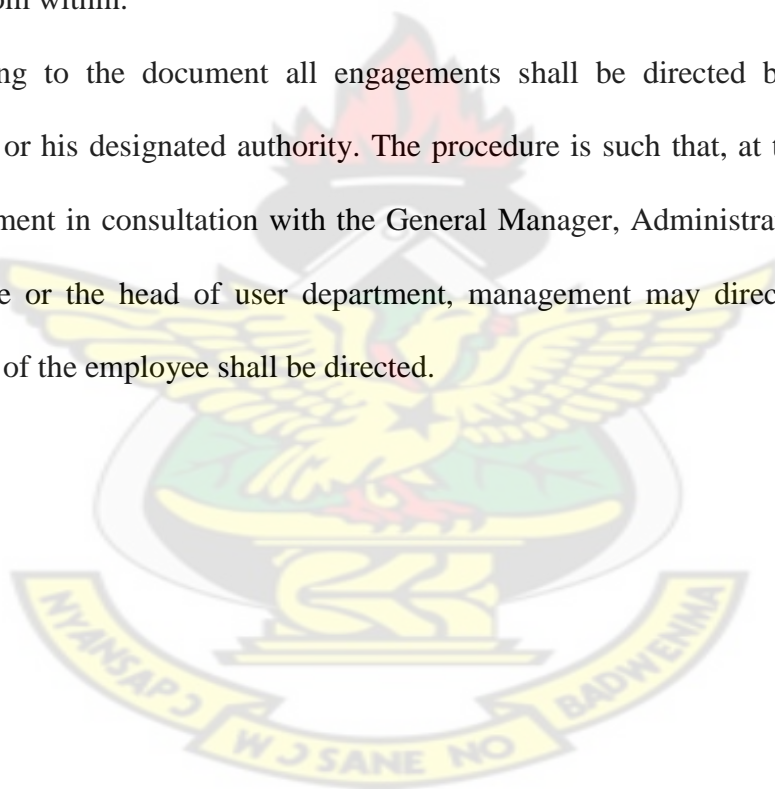
Additional information gathered from SSNIT HR Manual (2011) shows that, the organisation has a policy on recruitment and selection. By way of introduction as captured in the policy document, SSNIT aims at attracting, selecting and retaining capable employees to meet current and future needs of the organisation as stipulated in the HR plan and to also ensure that all appointments are made on merit through competitive, fair and equitable selection process.

It further states as follows; To ensure that the organisation meets its staff needs through systematic recruitment, selection and career support programmes that

identify, attract and select from the most qualified applicants internally and/or externally for employment and encourage diverse representation at all levels of workforce, no selection decision shall be made that will violate the Labour Act, Act 651 and applicable laws of Ghana. It also has it that the organisation shall give equal opportunity to all persons and shall not discriminate on grounds of colour, race, religion, gender or physical disability.

In the policy, recruitment for vacant positions shall first be from within through an internal advert. An external advert shall only be put out if vacant position cannot be filled from within.

According to the document all engagements shall be directed by the Director-General or his designated authority. The procedure is such that, at the discretion of management in consultation with the General Manager, Administration and Human Resource or the head of user department, management may direct the where the services of the employee shall be directed.



CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

The objective of this study was to assess the effect of recruitment and selection practices on the retention of core employees at SSNIT. The researcher conducted a survey by means of questionnaire to collect information on the recruitment and selection practices in the organisation. As stated earlier, a sample size of eighty (80) respondents representing the entire seventy- two (72) employees and eight (8) management members of the two branches in Kumasi metropolis was used for the study. The survey results are presented in tabular, chart and graph forms following the sequence as it appeared in the questionnaire. The chapter also presents analysis and discussion of key factors raised in this research with respect to addressing the objectives in this thesis.

The presentation, discussion and analysis of data in this chapter are divided into three main sections: demographics (background data of respondents), the main data (presentation) and analysis and discussion of the data. All the questionnaires submitted were retrieved, giving a 100% response rate. Data collected were analysed using the Statistical Package for Social Scientists (SPSS). The presentation of the data in this research is done by way of frequency tables, pie charts and graphs.

4.1 Demographic data

This covers the background information of respondents. It comprises age, gender, education background and length of service. Tables 4.1.1 and 4.1.2 present respondents' background data (employees and management respectively).

Table 4.1.1 Background data of employees

Subscale		Frequency	Percentage
Age:	18-30 Years	30	41.7
	31-45 Years	18	25.0
	46-55 Years	14	19.4
	56 Years and above	10	13.9
Gender:	Male	53	73.6
	Female	19	26.4
Educational Background:	First Degree	30	41.7
	Masters	4	5.6
	HND / Diploma	14	17.4
	A-Level	6	8.3
	O-Level	6	8.3
	MSLC	2	2.8
	SSS/SHS	2	2.8
	No Response	8	11.1
Length of Service:	Less than a year	4	5.6
	1-3 Years	32	44.4
	4-6 Years	4	5.6
	7-9 years	4	5.6
	10 Years and above	28	38.9

Source: Fieldwork, 2012

From Table 4.1.1, thirty (30) out of the seventy-two respondents representing 41.7% are aged between 18 and 30 years. Eighteen (18) of them representing 25.0% of respondents are also aged between 31 and 45 years. Those aged between 46 and 55 forming 19.4% are fourteen (14) whereas the remaining ten (10) respondents being 13.9% are staff aged fifty six years and above.

From the same table above, fifty-three (53) respondents with a percentage value of 73.6 are males, while the remaining nineteen (19) are females.

On educational background, the table indicates that, majority of respondents being thirty (30) in number and commanding 41.7% of the staff hold First Degree. Four (4) of them representing 5.6% are Masters Degree holders, 17.4% (fourteen (14) respondents are HND/Diploma holders, six (6) of them with a percentage value of 8.3% have O-Level certificates, with two (2) respondents, forming 2.8% having MSL Certificates. 2.8% (two (2) respondents) are SSS/SHS leavers whiles 11.1% (eight (8) respondents) did not respond.

From the same table 4.1.1, an indication is made that, four (4) respondents representing 5.6% have spent less than a year in the organisation. Majority of them (thirty-two (32) respondents) with a percentage value of 44.4% have spent between one and three years in the organisation. Four (4) respondents who form 5.6% of the population have their length of service to be between four and six years, with the same number of respondents (four) having spent between seven and nine years. Those who have spent ten years and above in the organisation form 38.9% of the respondents (28).

Table 4.1.2 Background data of management

Subscale		Frequency	Percentage
Age:	31-45 Years	1	12.5
	46-55 Years	5	62.5
	56 Years and above	2	25.0
Gender:	Male	6	75.0
	Female	2	25.0
Educational Background:	First Degree	2	25.0
	Masters	6	75.0
Length of Service:	10 Years and above	8	100.0

Source: Fieldwork, 2012

From table 4.1.2 one (1) out of the eight (8) respondents representing 12.5% is aged between 31 and 45 years, five (5) of them also representing 62.5% are between the ages of 46 and 55 years whereas the remaining two (2) representing 25% are aged 56 years and above.

On gender there is an indication in the same table that six (6) of the respondents representing 75% are males while the remaining two (2) representing 25% are females. This shows that, majority of the management members are males.

On their educational background, the data collected and presented on the table above shows that two (2) of the managers representing 25% hold first degree while the other six (6) representing 75% are master's degree holders.

Information from the data collected displayed in table 4.1.2 shows that, all the eight (8) managers have spent more than ten (10) years in the organisation.

4.2 Main Data

This section presents the main data related to the research questions of this study. It comprises subsections on recruitment and selection practices employed; effects of recruitment and selection practices on employee attraction and retention; challenges associated with recruitment and selection practices and how to improve recruitment and selection practices in Social Security and National Insurance Trust (SSNIT).

4.3 Responses from Employees

This subsection covers responses by employees from the various questions asked under the stated objectives.

4.3.1 Recruitment and selection practices employed

Under the first objective, the researcher sought to identify the recruitment and selection practices employed by SSNIT to attract and retain quality staff.

Table 4.3.1 Recruitment and selection processes, their effectiveness, challenges and how they could be made better.

	Yes	No	No Response
Are you aware of any formal policy on recruitment and selection used by SSNIT?	58.3%	41.7%	-
Does SSNIT perform job analysis before advertising for vacancies?	77.8%	16.7%	5.6%
Does the organisation have any agent(s) that recruits and selects employees on its behalf?	5.6%	91.7%	2.8%
Are job vacancies made to the public?	72.2%	27.8%	-
Are existing employees considered when there are vacancies?	98.6%	1.4%	-
Did you send an application and resume?	86.1%	13.9%	-
Did you write an employment examination?	33.3%	63.9%	2.8%
Did you go through an interview?	93.1%	6.9%	-
Would you describe the medium/media used to advertise vacancies as effective?	70.8%	12.5%	16.7%
Would you describe the employment examination written as effective?	41.7%	8.3%	50.0%
Was the interview process you went through effective?	90.3%	2.8%	6.9%
Is the process of recruitment and selection regularly evaluated?	68.1%	18.1%	13.8%
Would you like to spend your entire/considerable number of your working years with SSNIT?	77.8%	19.4%	2.8%

Are there fairness and objectivity in the entire recruitment and selection practice at SSNIT?	56.9%	40.3%	2.8%
Are there external influences in the recruitment and selection practices in the organisation?	52.8%	41.7%	5.5%
Do you think the current recruitment and selection practices are the best for the organisation?	45.8	54.2%	-

Source: Fieldwork, 2012

4.3.1.1 The Recruitment Process

Under this subsection, the researcher sought to delve into the processes of recruitment at SSNIT.

From table 4.3.1, 58.3% of respondents stated that they are aware of the existence of a formal policy on recruitment and selection. The remaining 41.7% were unaware.

In the same table 4.3.1, out of 72 respondents, 56 (77.8%) of them stated that SSNIT undertakes job analysis before they advertise vacancies. On the other hand, 12 (16.7%) did not agree to this assertion, while 5.6% gave no responses.

As indicated in the same table above, 91.7% of respondents answered no to the question whether SSNIT has agent(s) that recruit and select on its behalf. 5.6% answered yes while the remaining 2.8% gave no response.

Again as shown in table 4.3.1 above, 72.2% of respondents answered yes to the question of whether job vacancies at SSNIT are made known to the general public. The remaining 27.8% answered no.

To be certain of the media used for such advertisement of vacancies, the researcher sought to find the methods of external recruitment and selection practices that are applicable to SSNIT. The following table presents the findings thereof.

Table 4.3.2 Methods of external recruitment practices used at SSNIT

Response	Frequency	Percent
TV advert	2	2.8
Newspaper Advert	48	66.7
Employee referrals	22	30.6
Job fairs	1	1.4
College/University recruitment	8	11.1
Unsolicited application	14	19.4
Job postings	18	25.0

Source: Fieldwork, 2012

In table 4.3.2, participants' choice of the type of advertising media for job vacancies is presented. From the table, 2.8% accepts that TV adverts are used, 66.7% chose newspaper adverts, 30.6% went in for employee referrals, while only 1.4% selected job fairs. The others are college/university recruitment 11.1%, unsolicited application 19.4% and job postings 25.0%.

As to whether existing employees are considered when there are vacancies, table 4.3.1 showed that 98.6% answered yes with the remaining 1.4% answering no. To ascertain how SSNIT conducts its internal recruitment, the researcher sought to use table 4.3.3 below to display the data gathered on the field:

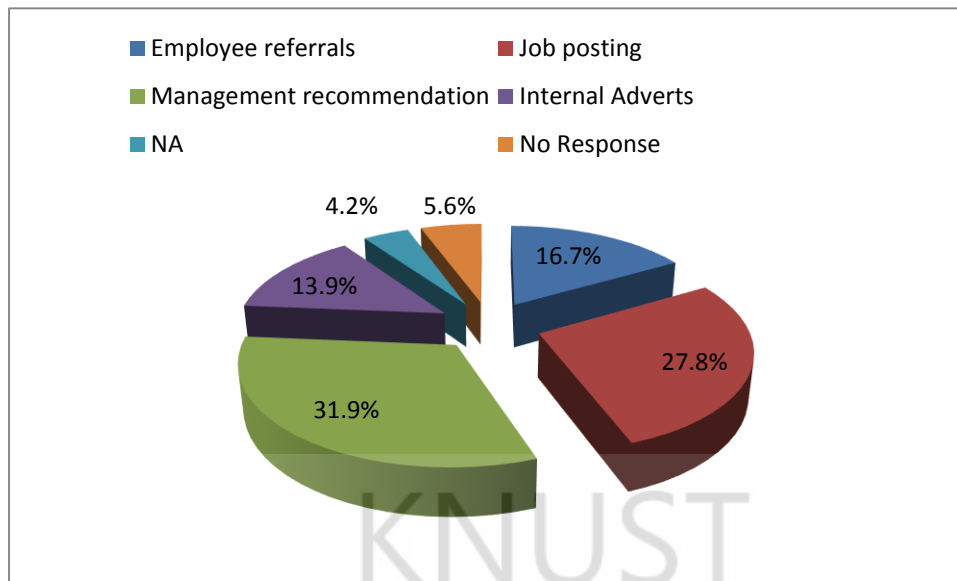


Figure 4.3.1 Methods of internal recruitment practices used at SSNIT

Source: Fieldwork, 2012

In the figure above, respondents' selections on how existing employees are considered when there are vacancies are presented. In figure 4.3.1, 16.7% of the respondents agree that, employee referrals are used. 27.8% selected job posting, and 31.9% going in for management recommendation. The others are internal adverts 13.9% while 4.2% and 5.6% indicated non applicable (NA) and no response respectively.

From the same table 4.3.1, 86.1% of the respondents indicated that they sent application letters and resume during the recruitment exercise whereas the remaining 13.9% did not.

The researcher sought to find officials responsible for recruitment in the organisation. While some organisations employ the services of professional recruiters, others have specific departments responsible for this important practice in every organisation's make up. In figure 4.3.2 below, four (4) out of the seventy-two (72) respondents representing 5.6% placed this responsibility on the door step of management. Sixty-two (62) of them representing 86.1% gave it to the human

resource department whereas the remaining six (6) respondents also representing 8.3% selected heads of department.

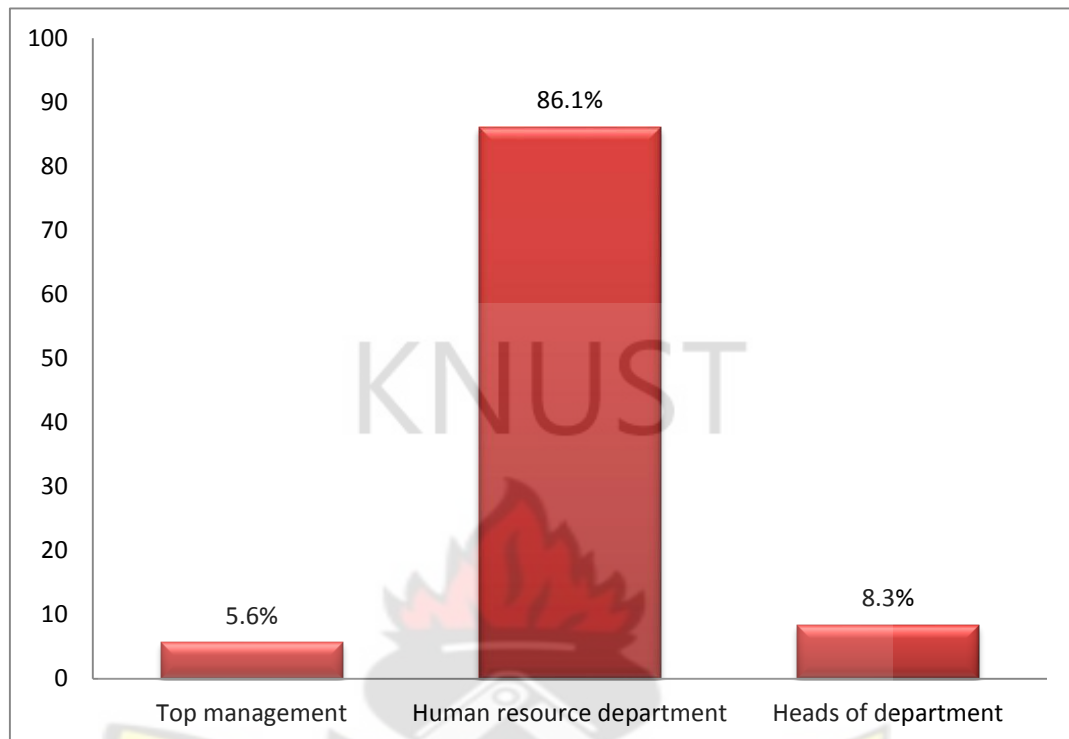


Figure 4.3.2 Officials Responsible for Recruitment

Source: Fieldwork, 2012

4.3.1.2 The Selection Process

The researcher under this subsection made an inquiry into the selection processes at SSNIT.

On those in-charge of selection, data gathered and presented in table 4.3.3 gives the following indication; two (2) respondents representing 2.8% chose top management, fifty-three (53) of them representing 73.6% selected human resource management and nine (9) respondents also representing 12.5 think it is the responsibility of heads of department. Four (4) respondents with a percentage value of 5.6% gave it to an interview board with the remaining four (4) giving no response.

Table 4.3.3 Officials in-charge of selection process

Response	Frequency	Percent
Top management	2	2.8
Human resource department	53	73.6
Heads of department	9	12.5
Interview Board	4	5.6
No Response	4	5.6
Total	72	100.0

Source: Fieldwork, 2012

The researcher sought to find whether employment test is part of the organisation's selection method. Table 4.3.1 above has this to show, 33.3% of the respondents answered yes, 63.9% answered no with the remaining 2.8% giving no response.

To find out whether interview is used in the selection process, data gathered and presented in the same table 4.3.1 above indicate that, 93.1% of the respondents went through an interview while the remaining 6.9% did not go through it.

4.3.2 Effects of recruitment and selection practices on employee attraction and retention

The researcher under this subsection sought to find from employees whether the recruitment and selection practices employed at SSNIT are capable to attract and retain core employees.

4.3.2.1 Effectiveness of the Medium/Media used to advertise Vacancies.

In determining whether the medium/media used to advertise the job as captured in table 4.3.2 are effective to attract and retain quality employees, the data gathered and captured in table 4.3.1 is presented as follows; 70.8% of respondents agree that, the medium/media used to advertise the job is/are effective whereas 12.5% of them thought otherwise. 16.7% however gave no response.

4.3.2.2 Effectiveness of the Employment Test

Figure 4.3.3 below presents data on the type of employment test written by respondents. From the figure, 36.1% of respondents wrote aptitude test, 2.8% each took intelligent test, trade test and interest test. 38.9% however did not write any test while 2.8% and 13.9% indicated NA and no response respectively.

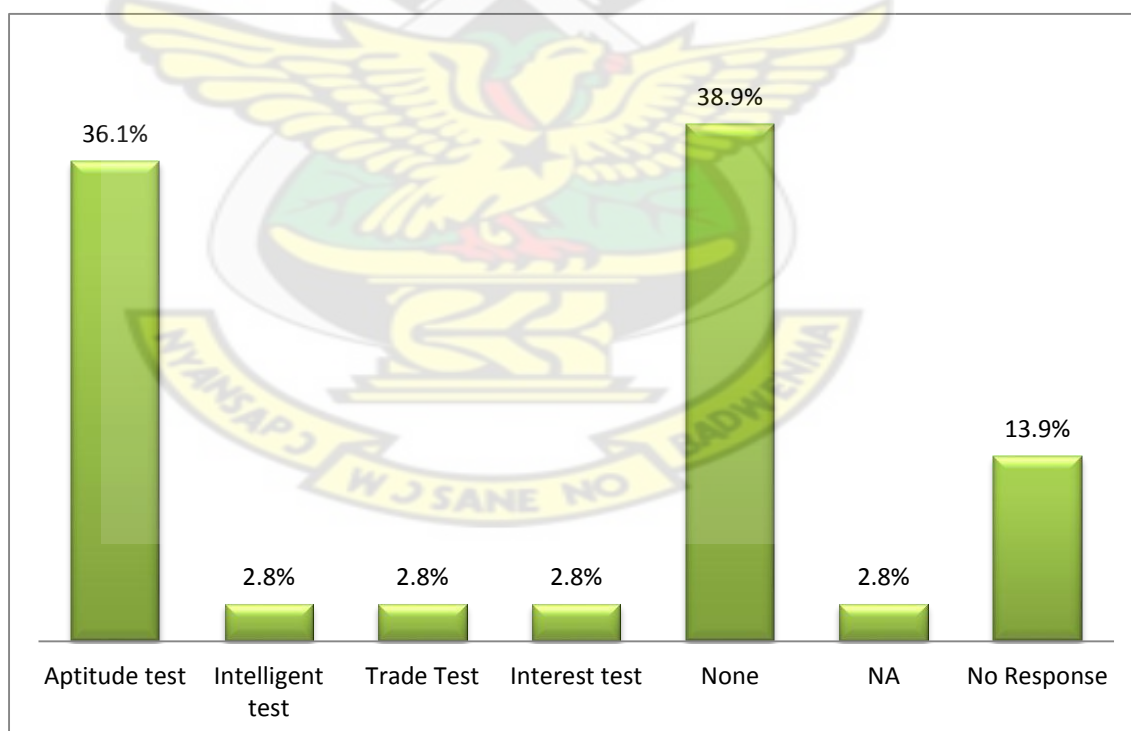


Figure 4.3.3 Types of Employment Test

Source: Fieldwork, 2012

On the effectiveness of the test written in this case aptitude test, as displayed in table 4.1.2, 41% of respondents ticked yes thus indicating that the test is effective while 12.5% ticked no, also indicating it is ineffective. On the other hand, 16.7% did not give any response.

4.3.2.3 Effectiveness of the interview process

This is to identify the various types of interview employed by the organisation and to further determine its/their capability of attracting and retaining core employees.

Table 4.3.4 Types of interview

Interview	Frequency	Percent
Panel Interview	63	87.5
One-on-one interview	2	2.8
Group interview	2	2.8
None	1	1.4
No Response	4	5.6
Total	72	100.0

Source: Fieldwork, 2012

The question was to determine the type of interview that respondents went through. From table 4.3.4, a whopping 87.5% of respondents ticked panel interview. 2.8% each selected one-on-one interview and group interview. 1.4% indicated no interview while 5.6% gave no response.

On the capability of the type of the interview process employed by SSNIT to attract and retain core employees, data gathered on the field and presented on table 4.3.1 depicted the following; 90.3% of respondents indicated that the interview type is effective, 2.8% did not agree while 6.9% of them did not give any response.

4.3.2.4 Evaluation of the Recruitment and Selection Practice

The researcher sought to find whether the recruitment and selection process is regularly evaluated and if it is, how often.

Information shown in table 4.3.1 depicted the following; 68.1% agreed it is regularly evaluated, 18.1% did not agree, 13.8% had no response as their answer.

4.3.2.5 Ability to Retain Core Employees

Under this subsection, the researcher sought to find whether the recruitment and selection practices employed have succeeded in attracting employees who intend to spend their entire or considerable number of working years with the organisation. Data gathered and presented in table 4.3.1 depicted as follows; 77.8% of respondents would like to spend their entire or considerable number of working years with the organisation. 19.4% of them have contrary ideas whereas 2.8% did not respond.

4.3.3 Challenges associated with recruitment and selection practices

Under the third objective, the researcher sought to find from employees the challenges associated with the recruitment and selection practices employed by the organisation.

4.3.3.1 Fairness and Objectivity in the Recruitment and Selection Practices

From table 4.3.1, the information gathered as to whether there are fairness and objectivity in the entire recruitment and selection practices shows the following; 56.9% of respondents answered yes, 40.7% however disagreed whiles 2.8% of them gave no response.

4.3.3.2 External Influences in the Recruitment and Selection Practices

Data gathered and presented on table 4.3.1 as to whether there are external influences in the practices depicted the following; 52.8% answered in affirmative, 41.7% answered in negative while 5.5% gave no response. The researcher probed further to find the sources or the nature of the external influences. Responses gathered are presented in figure 4.3.4 below;

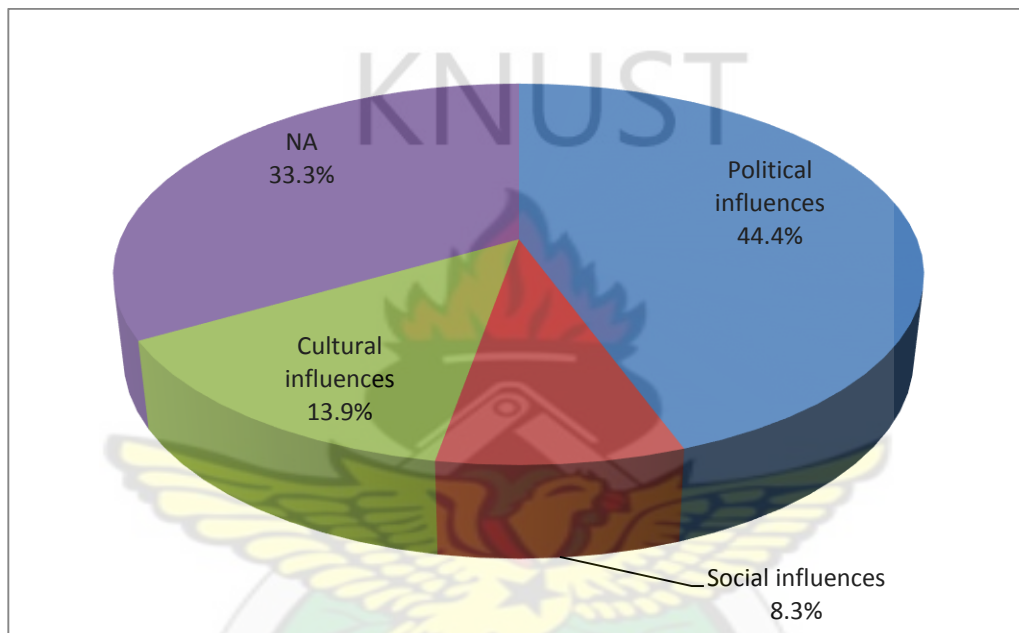


Figure 4.3.4 Sources/ Nature of External Influences

Source: Fieldwork, 2012

From figure 4.3.4, 44.4% of the seventy two (72) respondents chose political influence, 8.3% of them selected social influences, 13.9% ticked cultural whereas 33.3% indicated none of the above.

4.3.4 Recommendation by Respondents

This section analyses the suggestions that respondents gave on how recruitment and selection practices could be made better at SSNIT.

4.3.4.1 Improving recruitment and selection practices at SSNIT

Respondents were required to share their opinion on whether the current recruitment and selection practices are the best for the organisation. The responses given and presented in table 4.3.1 above are as follows; 45.8% of the seventy two (72) respondents think the current arrangement is the best. On the other hand, 54.2% of them think the current practices are not the best for the organisation.

As to how recruitment and selection practices could be made better at SSNIT, the data gathered by the researcher from the respondents are depicted in table 4.3.5 below;

From table 4.3.5 below, 12.5% of respondents agreed that SSNIT should engage the services of employment agencies. 15.3% of them were also of the view that, evaluation should be done annually to match current trend. Again 5.6% also recommended that employees' contribution should be considered in the evaluation process. The recommendation that the practices should be devoid of external influences was affirmed by 59.7% of the respondents. However, 6.9% did not respond.

Table 4.3.5 Recommendations for the entire recruitment and selection process at SSNIT

Recommendation	Frequency	Percent
SSNIT should engage the services of employment agencies	9	12.5
Evaluation should be done annually to match current trend	11	15.3
Employees contribution should be considered in the evaluation process	4	5.6
The practices should be devoid of external influences	43	59.7
No response	5	6.9
Total	72	100.0

Source: Fieldwork, 2012

4.4 Responses from Management

This subsection covers responses by management from the various questions asked under the stated objectives.

4.4.1 Recruitment and selection practices employed

Under the first objective, the researcher sought to identify the recruitment and selection practices employed by SSNIT to attract and retain quality staff.

Table 4.4.1 Recruitment and selection practices, their effectiveness, challenges and how they could be made better.

	Yes	No	No Response
Do you have any formal policy on recruitment and selection of employees?	7 (87.5%)	1 (12.5%)	-
Does SSNIT outline job analysis before advertising vacancies for employment?	8 (100.0%)	-	-
When vacancies occur are existing employees considered?	8 (100.0%)	-	-
Are job vacancies made open to the general public?	7 (87.5%)	1 (12.5%)	-
Do you take into account any legislative requirement when recruiting?	7 (87.5%)	-	1 (12.5%)
Does SSNIT rely on agencies for recruitment and selection of employees?	-	8 (100.0%)	-
Do you use interviews as part of your selection process?	8 (100.0%)	-	-
Do you use employment examination as a selection method?	7 (87.5%)	-	1 (12.5%)
Is the process of recruitment and selection regularly evaluated?	6 (75.0%)	2 (25.0%)	-

Are there equal opportunities for all potential employees in your recruitment and selection?	7 (87.5%)	1 (12.5%)	-
Are these recruitment and selection practices able to give you the needed and qualified candidates to fill the vacancies	8 (100.0%)	-	-
Have these recruitment and selection practices led to the employment of competent staff?	8 (100.0%)	-	-
Are there external influences in the recruitment and selection practices at SSNIT?	8 (100.0%)	-	-
Are there legal issues that frustrate the recruitment and selection practice at SSNIT?	6 (75.0%)	2 (25.0%)	-
Does the organisation encounter difficulties in the marketing of its vacant position?	-	8 (100.0%)	-
Is the local talent pool (Ghanaian workforce) enough to get the qualified candidates needed for the organisation's business?	8 (100.0%)	-	-
Is SSNIT able to attract and retain the core employees engaged through its recruitment and selection practices?	7 (87.5%)	1 (12.5%)	-

Source: Fieldwork, 2012

From table 4.4.1 the researcher sought to find whether there is a formal policy on recruitment and selection. Seven (7) of the respondents representing 87.5% answered yes whiles the remaining one (1) representing 12.5% answered no.

4.4.1.1 Personnel in charge of recruitment

On who is responsible for recruitment in the organisation, data collected and presented on table 4.4.2 has the following information; the entire eight (8) respondents ticked human resource department, six (6) of them added top management and another six (6) also added heads of department.

Table 4.4.2 Recruiters in the organisation

Response	Frequency
Top Management	6
Human resource department	8
Heads of Department	6

Source: Fieldwork, 2012

4.4.1.2 Officers in charge of selection

As to who is responsible for selection in the organisation, table 4.4.3 below indicates the following; the entire respondents (8) ticked human resource department and six (6) added top management.

Table 14.4.3 Selector in the organisation

Response	Frequency
Top Management	6
Human resource department	8

Source: Fieldwork, 2012

4.4.1.3 The Recruitment Process

On whether SSNIT outlines job analysis before advertising vacancies, data presented on table 4.4.1 above show that, all the eight respondents answered in affirmative.

When asked whether existing employees are considered when there are vacancies, the entire respondents answered in affirmative as captured in table 4.4.1.

The researcher again asked whether job vacancies are made open to the general public, 87.5% (7) answered yes while the remaining one answered no. This is also presented in table 4.4.1 above.

On whether the organisation takes into account any legislative requirement when recruiting, data gathered on the field and presented on table 4.4.1 show that, seven (7) respondents representing 87.5% answered positively while the remaining one (1) answered in negative.

From table 4.4.1, the researcher sought to find whether SSNIT engages the services of employment agencies for recruitment and selection of employees. The data gathered on the field and presented in the table show entire respondents answering in negative.

4.4.1.4 The recruitment Methods/Sources at SSNIT

Table 4.4.4 Methods/sources of recruitment applicable to SSNIT

Method of Recruitment	Frequency
Employee referrals	7
College/University recruitment	5
Newspaper advert	8
Unsolicited applications	3
Job postings	5
Internal adverts	5

Source: Fieldwork, 2012

On which method of recruitment and selection are applicable to SSNIT, data gathered and presented in table 4.4.4 above bring out the following findings; since respondents could tick more than one method, seven (7) respondents selected employee referrals, five (5) ticked college/university recruitment, all the eight (8)

chose newspaper advert and five (5) each ticked job posting and internal adverts. Three (3) respondents however selected unsolicited applications.

4.4.1.5 The Selection Method at SSNIT

Table 4.4.5 Method of Selection

Method of Selection	Frequency
Preliminary interview	8
Application forms	5
Employment test	6
Reference checks/referees	5
Medical examination	8

Source: Fieldwork, 2012

The researcher sought to know the mode of selection applicable to SSNIT and the data collected on the field and presented in table 4.4.5 above show the following; since respondents could select more than one method, all the eight (8) respondents put down preliminary interview and medical examination as methods of selection at SSNIT. Six (6) of them added employment test, five (5) ticked application forms and reference checks/reference was also selected by another five (5) respondents.

From table 4.8, 100% of the respondents answered yes to the question, does SSNIT use interviews in the selection process?. The researcher followed up by asking respondents to indicate the interview structure. From figure 4.5 below, six (6) respondents representing 75% chose semi-structured whiles the remaining two went for formal and structured interview.

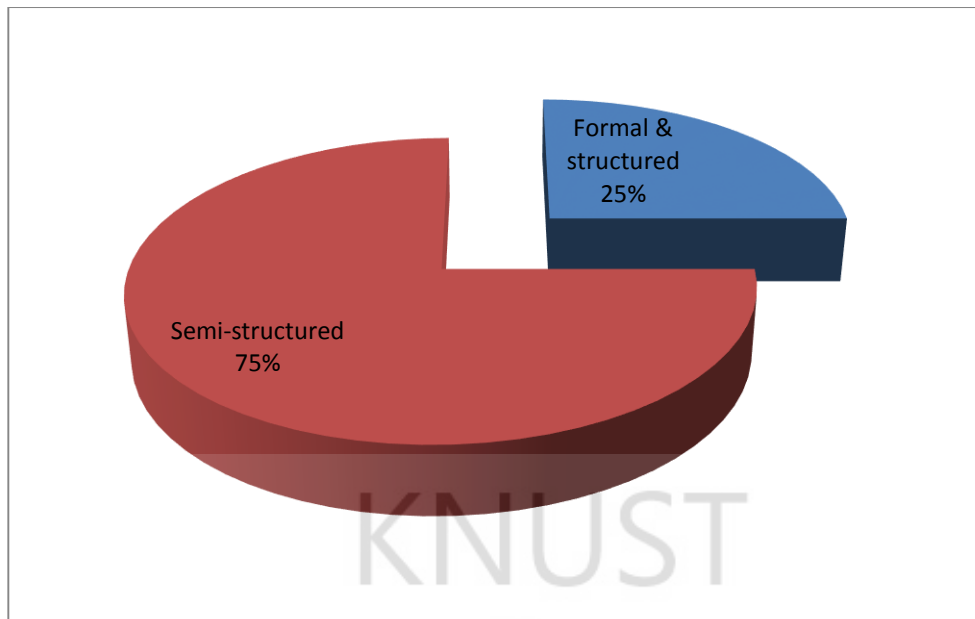


Figure 4.4.1 Interview structure

Source: Fieldwork, 2012

Table 4.4.1 has a question as to whether employment examination is used as a selection method. Seven (7) out of the eight (8) respondents representing 87.5% answered yes whereas the other one (1) representing 12.5% answered no.

As to the type of employment examination used in the organisation, figure 4.4.2 below presents the data gathered on the field as follows; seven (7) respondents pointed to aptitude test whiles the other one did not answer.

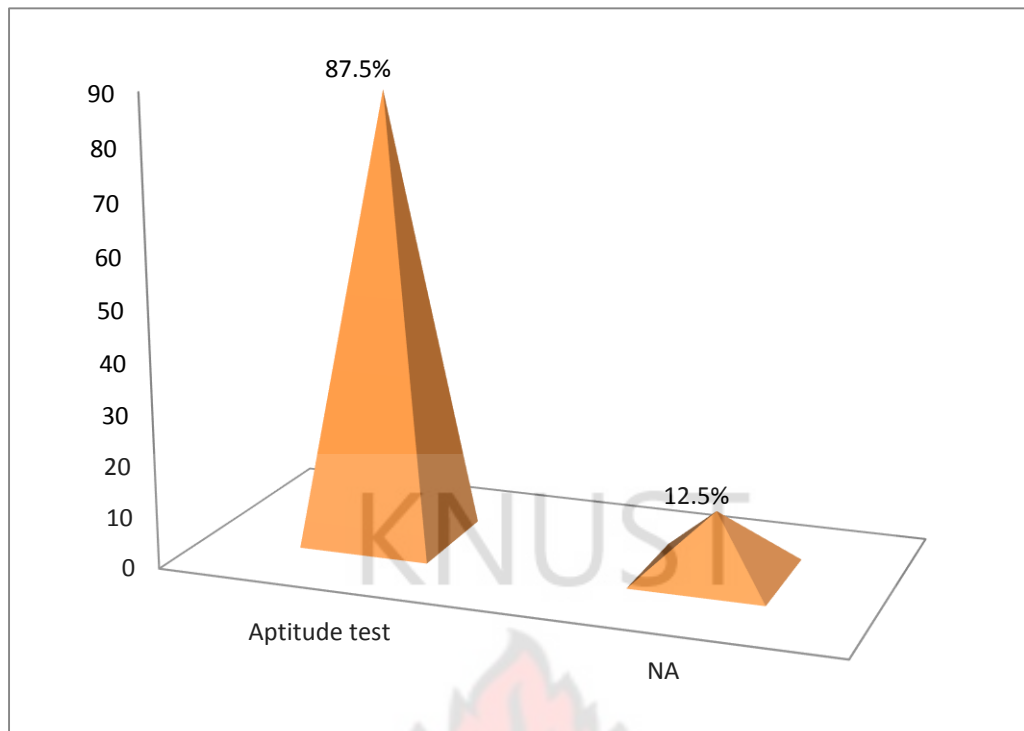


Figure 4.4.2 Type(s) of employment test.

Source: Fieldwork, 2012

On factors that are mostly considered for recruitment and selection of employees at SSNIT, data gathered and presented in table 4.4.6 below show that, the entire eight (8) respondents ticked, academic qualifications, seven (7) of the them considered work experience in addition, seven (7) again added interview whereas six (6) included test. Respondents could select more than one.

Table 4.4.6 Factor(s) mostly considered for recruitment and selection of employees.

Factors	Frequency
Academic qualifications	8
Work experiences	7
Interview	7
Test	6

Source: Fieldwork, 2012

4.4.2 Effects of recruitment and selection practices on employee attraction and retention

The researcher under this section sought to find from management whether the recruitment and selection practices employed at SSNIT are capable to attract and retain core employees.

4.4.2.1 The effectiveness of the External Sources/Methods of Recruitment.

Under this subsection, the researcher inquired if the external sources/methods of recruitment used by SSNIT are effective in attracting and retaining the core employees needed for the organisation's business.

Table 4.4.7 Sources/Methods of External Recruitment and their Effectiveness

External Recruitment Source	Level of Effectiveness			
	Low	Moderate	High	N/A
Newspaper advert	-	-	7	1
Employee referrals	2	2	2	2
College/University recruitment	1	4	-	3
Unsolicited applicants	4	1	-	3
Job posting	1	-	4	3

Source: Fieldwork, 2012

From table 4.4.7 above, the researcher sought to find levels of effectiveness of the various sources or methods of external recruitment. In the table, seven (7) respondents indicated that the effectiveness level of newspaper advert is high, while the remaining one (1) gave no response. On employee referrals, two (2) ticked low, another two (2) selected moderate, other two (2) indicated high but the remaining two (2) gave no response. The effectiveness level for college/university recruitment

according to four (4) respondents is moderate, one (1) thinks it is high while the other three (3) did not respond. Four (4) respondents are also of the view that the unsolicited applicants' method has a low effectiveness level, one (1) ticked the level to be moderate but the remaining three gave no answer. While four (4) respondents are of the view that job posting method has a high effective level, one (1) indicated low and the other three (3) responded not.

4.4.2.2 The effectiveness of the Internal Sources/Methods of Recruitment

The researcher under this subsection sought to find if the internal sources/methods of recruitment used by SSNIT are effective in attracting and retaining the core employees needed for the organisation's business.

Table 4.4.8 Sources/Methods of internal recruitment and their Effectiveness

Internal Recruitment Sources	Usage of Source			Level of Effectiveness			
	Yes	No	N/A	Low	Moderate	High	N/A
Employee Referrals	6	2	-	4	-	2	2
Management recommendation	7	1	-	1	-	6	1
Internal job posting	7	1		-	-	7	1

Source: Fieldwork, 2012

From table 4.4.8 almost all respondents indicated that, employee referrals, management recommendation and internal job posting are the main sources/methods of internal recruitment. As to their levels of effectiveness, four (4) respondents indicated that employee referrals method is low, two (2) indicated it is high while the remaining two (2) did not answer. Six (6) respondents representing 75% placed management recommendation on a high level of effectiveness, one (1) placed it on

low while the other one did not respond. On internal job posting a whopping 87.5% (seven respondents) placed it on a high effectiveness level with the remaining one indicating no response.

4.4.2.3 The effectiveness of the interview process

Under this subsection, the researcher made inquiries into the types of interviews used at SSNIT and their effectiveness.

Table 4.4.9 Types of Interview and their Effectiveness

Type of Interview Process	Usage of Process			Level of Effectiveness			
	Yes	No	N/A	Low	Moderate	High	N/A
Panel Interview	8	-	-	-	-	7	1
One-on-one Interview	-	7	1	-	-	-	8
Stress Interview	-	7	1	-	-	-	8
Group Interview	-	7	1	-	-	-	8
Video Conferencing Interview	-	7	1	-	-	-	8
Telephone Interview	-	7	1	-	-	-	8
Computer-Assisted Interview	-	7	1	-	-	-	8

Source: Fieldwork, 2012

From table 4.4.9, the entire respondents (all the eight (8)) stated that, panel interview is the type used at SSNIT. However they did not select the others as interview type used in the organisation.

4.4.2.4 The effectiveness of Employment examination

Under this subsection, the researcher sought to find the type of employment examination conducted in the selection process at SSNIT and their levels of effectiveness.

Table 4.4.10 Method of Employment Examination and Their Effectiveness

Employment Examination	Usage of Source			Level of Effectiveness			
	Yes	No	N/A	Low	Moderate	High	N/A
Aptitude Test	7	-	1		1	6	1
Intelligent Test	1	7	-	-	1	-	7
Trade Test	-	8	-	-	-	-	8
Interest Test	-	8	-	-	-	-	8

Source: Fieldwork, 2012

Data gathered and presented in table 4.4.10 show as follows; seven (7) out of the eight (8) respondents pointed at aptitude test as employment examination used in the organisation while the remaining one (1) indicated non applicable. On intelligent test, only one (1) respondent answered yes while the others answered no. All respondent however answered in negative for trade test and interest test.

As to whether the aptitude test is effective in the selection process, six (6) respondents indicated high, one (1) selected moderate while the other gave no response. On the level of effectiveness for intelligent test, one (1) respondent chose moderate, whereas the rest did not respond. On trade test and interest test, all eight (8) respondents indicated non applicable.

The researcher also delved into the process of recruitment and selection whether it is regularly evaluated. Responds gathered and presented in table 4.8 show that, the

process is regularly evaluated according to 75% (6) of respondents. The other two (2) also representing 25% however did not agree.

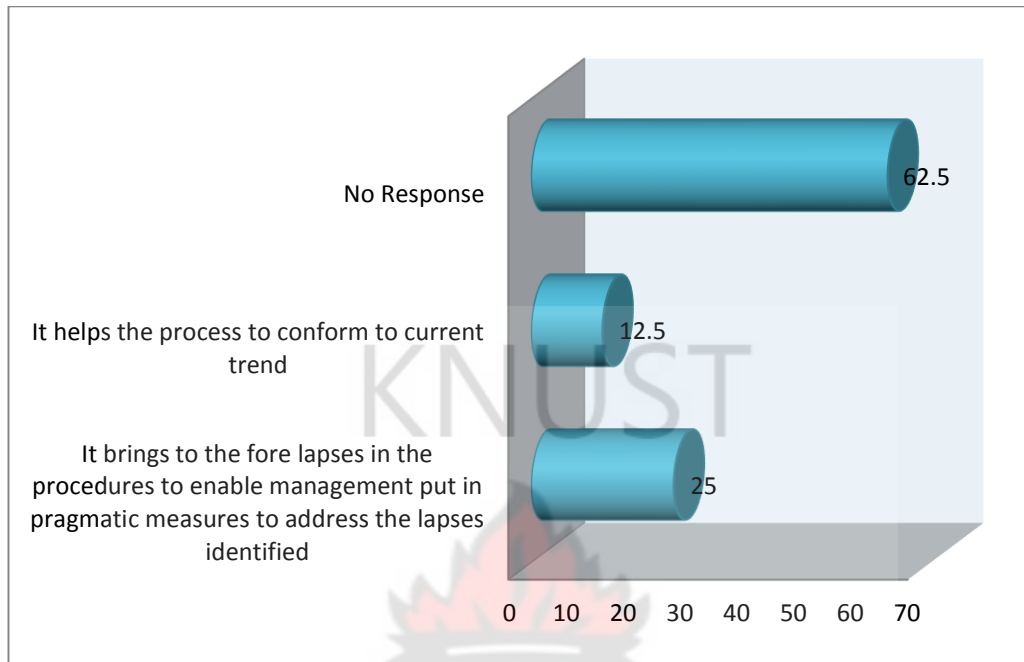


Figure 4.4.3 The influence the evaluation has on the practices recruitment and selection

Source: Fieldwork, 2012

The researcher's quest to know the influence the evaluation has on the practices of the recruitment and selection practices provided the responses presented in figure 4.4.3 above. From the data captured in the table, two (2) respondents were of the view that, the evaluation of the process brings to the fore lapses in the procedures to enable management put in pragmatic measures to address the lapses identified. One (1) also stated that, it helps the process to conform to current trend. However, five (5) of them representing 62.5% did not respond.

4.4.3 Challenges associated with recruitment and selection practices at SSNIT

The researcher under this subsection sought to find if there are some challenges associated with recruitment and selection practices at SSNIT.

From table 4.4.1 the researcher asked whether there are equal opportunities for all potential employees when it comes to recruitment and selection. Seven (7) respondents answered in affirmative while the other one (1) answered in negative.

The researcher further asked whether these recruitment and selection practices are able to give SSNIT the needed and qualified candidates to fill the vacancies. From the same table 4.4.1, the entire (8) respondents answered in affirmative.

As to whether there are external influences in the recruitment and selection practices at SSNIT, data gathered and presented in table 4.4.1 shows the entire respondents answering in affirmative.

The researcher went further to find the sources of the external influence in the recruitment and selection practices at SSNIT. From table 4.4.11 below, all the eight (8) respondents ticked political influences, two (2) of them ticked social influences in addition, while one (1) added cultural influences to them.

Table 4.4.11 Sources of the external influence in the recruitment and selection practices.

Sources of External influences	Frequency
Political influences	8
Social Influences	2
Cultural influences	1

Source: Fieldwork, 2012

A question as to whether there are legal issues that frustrate the recruitment and selection practices at SSNIT was posed. From table 4.4.1 above, six (6) respondents answered yes while the remaining two (2) answered no.

Another question as to whether the organisation encounters difficulties in marketing its vacant positions was also asked. The responses presented in table 4.4.1 above indicate that, all the eight (8) respondents answered in negative.

The researcher sought to find from management if the local talent pool (Ghanaian workforce) is enough to recruit and select the qualified candidates needed for the organisation's business. From table 4.4.1, the entire respondents answered in affirmative.

SSNIT's ability to attract and retain the core employees engaged through its recruitment and selection practices also came up for interrogation. Data gathered and presented in table 4.4.1 gave an indication that, seven (7) respondents gave the practices a thumbs up whiles the one (1) disagreed with them.

Table 4.4.12 The turnover rate of staff at SSNIT

Response	Frequency	Percent
Low	8	100.0

Source: Fieldwork, 2012

Management were asked to give the turnover rate of staff in the organisation and from table 4.4.12 all the eight (8) respondents indicated low.

4.4.4 Recommendation by Respondents (management)

This section analyses the suggestions that respondents gave on how recruitment and selection practices could be made better at SSNIT

Table 4.4.13 Recommendations for the entire recruitment and selection process at SSNIT

Response	Frequency	Percent
Very competitive recruitment and selection process, less political influence, outsource selection and recruitment process	4	50.0
By Explaining the process to staff to minimize internal wrangling	1	12.5
Revaluation of the process should not be more than two years	1	12.5
No Response	2	25.0
Total	8	100.0

Source: Fieldwork, 2012

When asked to make recommendations for the entire recruitment and selection practices in the organisation, the responses gathered and presented in table 4.4.13 are as follows; four (4) respondents representing 50% stated that, the process should be very competitive, less political influence and should be outsourced. One (1) was also of the view that, the process should be explained to staff to minimise internal wrangling. Another respondent (1) also recommended that, revaluation period of the process should not be more than two years. The remaining two however did not respond.

4.5 ANALYSIS AND DISCUSSION

This section deals with the meaning of the data presented, contextual issues to help interpret or explain the data and inferences from literature or from the researcher.

4.6 Recruitment and selection practices employed

The researcher under this subsection analyses and discusses the data presented under the first objective of the study.

4.6.1 Formal Policy for Recruitment and Selection of Employees

The researcher wanted to know if SSNIT had any formal policy for recruiting and selection of employees.

The data presented in tables 4.3.1 and 4.4.5 by employees and management respectively give a strong indication that SSNIT has a formal policy on recruitment and selection. From responses by the majority, i think the document written by management is also available to employees.

4.6.2 Outline of Job Analysis

This was to find out from respondents if the organisation outlines roles, duties and responsibilities for a particular job.

Data presented in tables 4.3.1 and 4.4.5 by majority of respondents mean that, SSNIT performs job analysis before vacancies are advertised. This confirms Nyarbi's (2009) position that organisations determination of skills, knowledge, abilities and the responsibilities requiring the holder of a particular position should not be overlooked before the recruitment exercise.

4.6.3 Employment agencies

This was also to find from both management and employees if SSNIT relies on any recruitment agencies in the selection of employees. Answers are as follows;

The overwhelming response in negative by both categories of respondents means that the use of employment agencies is not part of the recruitment and selection practices at SSNIT. For employees to be certain of this, it could be that they did not pass through employment agencies when they were being recruited. This does not support Armstrong (2006) position that, if there are no people available within the

organisation, one of the main sources of candidates is outsourcing to consultants or agencies.

4.6.4 Methods of Recruitment by SSNIT

The researcher under this sought to find from respondents the various sources from which SSNIT draws its candidate for recruitment and selection and those responsible for that important exercise in the organisation.

4.6.4.1 External Recruitment

Per the responses by majority of respondents indicated in tables 4.3.1 and 4.4.5, job vacancies are made open to the general public. In tables 4.3.2 and 4.4.8, the specific media for advertising jobs at SSNIT are newspaper adverts, employee referrals, job postings, unsolicited applications, and college/university fairs. However, they did not seem to agree to the use of TV adverts and job fairs as media used for job advertisement. A part of this affirms Fisher et al. (1993) position that, college recruitment is an important source of management trainees, promotable (entry-level) candidates, and professional and technical employees. The position on job fair also seem to disagree with that of Richardson's (2008) that, at the job fair, employers have a large pool of candidates on which to draw, while job seekers have the opportunity to shop around for dozens – sometimes hundreds – of employers, all in one place. From the responses, one can also deduce that some of them got to know the vacancies through newspaper advertisement and job posting while others might have attained their present position through employee referrals and unsolicited application.

4.6.4.2 Internal Recruitment

The consideration for existing employees when vacancies occur as captured in tables 4.3.1 and 4.4.5 was given overwhelming positive responses by both employees and management, meaning internal recruitment is highly encouraged in the organisation. As shown in the tables 4.3.3 and 4.4.8, the specific methods through which existing employees are considered for vacancies are management recommendation, job posting, employee referrals and internal adverts. The organisation's reasons for internal recruitment may support HRM Advice's (2008) position that, internal recruitment can build a strong loyalty with the organisation as the employees have a chance to change their position after a period of time. They also mentioned that recruitment from within can be cheaper for the organisation and can save the costs dedicated to the training and induction of new employees. This however defeats Abrefa-Gyan (2010) position that, recruitment from within may lead to a problem called inbreeding. This may occur when an enterprise tends to stagnate once most, if not all, the managers share the same experiences.

4.6.5 Officials Responsible for Recruitment

On officials responsible for recruitment, data gathered from management in table 4.4.6 mean that it is the responsibility of the human resource department. The additional responses suggest that, top management and heads of departments also have various roles in the recruitment process. However responses by majority of employees in table 4.3.4 mean that, recruitment at SSNIT is the sole responsibility of the human resource department. According to the data presented in table 4.3.5 by majority of employees, selection of candidates to fill vacant positions is a core function for the human resource department. Management in table 4.4.7 agreed with

employees that the selection process is handled by the human resource department but additional responses given by 75% of them mean that, top management also has a role to play in the selection process at SSNIT. These positions synchronise with Turkson's (1997) stance that, recruiting and selecting candidates for the job position in an organisation are the functions of Human Resource Management.

4.6.6 Method of Selection

This was to find the method of selection employed at SSNIT.

4.6.6.1 Employment Test

The picture painted by majority of employees in table 4.3.1 shows that, employment test is not part of the selection process at SSNIT. This however contradicts management position in table 4.4.5 that employment test is a very key part of the selection process in the organisation and the type of test SSNIT conducts per management response captured in table 4.4.11 is aptitude test. This affirms Abrefa-Gyan's (2010) view that test have been widely accepted as one of the selection procedures. The majority of employees' disagreement with management on the use of employment test could mean that most of them did not pass through that process. It could be due to the use of the backdoor to get selected or the employment test was not part of the selection process when they applied for the job.

4.6.6.2 Interview

Overwhelming majority's endorsement of interview as a selection process, captured in tables 4.3.1 and 4.4.5 by employees and management respectively mean that interview is a major selection process at SSNIT and the type being used according to

management information in table 4.4.10 is semi-structured. The general awareness could be based on the fact that, almost all employees went through an interview during the selection process and management also considering it an unavoidable stage of the selection process.

4.6.6.3 Factors Considered for Selection

Management responses presented in table 4.4.12 mean that academic qualification, work experience, interview and test are the factors mostly considered for recruitment and selection of employees. A deduction could be made from this that, by considering these factors management's expectation in filling the vacant positions could be met.

4.7 Effects of recruitment and selection practices on employee attraction and retention

Under this subsection the researcher analyses and discusses the data presented under the second objective of the study.

4.7.1 Effectiveness of the Methods of Recruitment

Majority of respondents (employees) as presented in table 4.3.1 agreed that, the main medium used to advertise vacancies being newspaper advert is effective to attract and retain core employees. Management also shared the same stance by strongly agreeing that the newspaper advert being the main media for advertising vacancies is very effective (table 4.4.13). Again they added management recommendation and internal job posting as other effective methods of internal recruitment (table 4.4.8). Their positions however contradict a revelation made in a survey conducted in

Europe by IRCO-IESE Business School (2001) on E-Recruitment that, using the internet is faster and cheaper than many traditional methods of recruiting.

4.7.2 Effectiveness of the type of interview

From table 4.4.9 and 4.4.1, both management and employees respectively unanimously agreed that, panel interview is the most effective type of interview to select core employees. This affirms Dessler's (2008) position that; panel interview may elicit more meaningful response than are normally produced by a series of one-on-one interviews. It also supports Billikopf (2003) position that, good communication during the preliminary interview can minimise doubts about the job.

4.7.3 Effectiveness of the type of employment test

The data presented in tables 4.4.1 and 4.4.10 mean that aptitude test which the organisation has adopted as its main employment test is a very powerful tool of selecting qualified candidates to fill its vacant positions. Management's brain behind the use of aptitude test may be in sync with BusinessDictionary.com (2012) definition of aptitude test as employee selection test in which the candidates innate abilities and potentials for achievement is ascertained.

4.7.4 Evaluation of the Recruitment and Selection Practices

Information given by both management and employees in tables 4.3.1 and 4.4.5 mean that, the recruitment and selection practices at SSNIT are regularly evaluated. Management's decision to do this as captured in figure 4.4.3 is to bring to the fore lapses in the procedures to enable them put in pragmatic measures to address the lapses identified thereby conforming to current trend.

4.7.5 Recruitment and Selection Practices at SSNIT and Retention

The researcher in trying to find from employees whether the recruitment and selection practices employed by SSNIT are able to retain the core employees asked if they intended to spend the rest/considerable number of their working years with SSNIT. The data gathered from this and presented in table 4.3.1 mean that, the practices are able to attract and retain core employees to the organisation. On the part of management, data presented in table 4.4.5 on attraction and retention mean that, the organisation is able to attract and retain core employees engaged through its recruitment and selection practices. A deduction could be made from this that, since the adoption of these practices, labour turnover has been low.

4.8 Challenges associated with the recruitment and selection practices

The researcher under this subsection analyses and discusses the data presented under the third objective of the study.

4.8.1 Fairness and Objectivity in the Recruitment and Selection Practices

To find whether there is fairness in the entire process of recruitment and selection at SSNIT, the researcher asked management if there are equal opportunities for potential employees (table 4.4.5). The responses derived from this mean that, the process is fair. Employees also confirm this by indicating in table 4.3.1 that, there is fairness and objectivity in the process.

4.8.2 External Influences

On whether there are external influences in the recruitment and selection practices, responses presented in tables 4.3.1 and 4.4.5 by both employees and management

respectively mean that, such cankers exist in the process. The two groups in tables 4.4.3 and 4.4.11 indicated that, political influences are the main sources of external influences in the recruitment and selection practices at SSNIT.

4.8.3 Legal Issues

Legal issues as a challenge in many organisations' recruitment and selection practices are also here with SSNIT. This is per the data obtain from management and presented in table 4.4.5.

4.8.4 Marketing the Vacant Positions

As to whether SSNIT has any problem in marketing its vacant positions, another data obtain from management and presented in the same table 4.4.5 give an indication that, there is no difficulty in marketing the organisation's vacant positions.

According to management's responses presented in table 4.4.5, the local talent pool is more than enough to recruit and select the qualified candidates needed for the organisation's business.

4.9 Recommendations by Respondents (Management and employees)

The researcher under this subsection analyses and discusses data presented under the fourth objective.

On how the current recruitment and selection practices could be made better at SSNIT, majority of employees were of the view that, the practices should be devoid of external influences. On the part of management, the process should be very competitive, less political influences and in most cases should be outsourced.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The chapter presents the summary of findings and conclusions drawn from the study. It also presents recommendations that will help improve the recruitment and selection practices on the retention of core employees as well for further research.

5.1 Summary of Findings

The section deals with the summary of the key findings of the study. They are outlined under the following headings: recruitment and selection practices employed; effects of recruitment and selection practices on employee attraction and retention; challenges associated with recruitment and selection practices and how recruitment and selection practices can be improved at SSNIT.

5.1.1 Recruitment and Selection Practices Employed

The study showed that, SSNIT has a formal policy on recruitment and selection practices which is regularly evaluated. It also came to light that, SSNIT performs job analyses. Thus the organisation outlines roles, duties and responsibilities for a particular job when vacancies are to be filled.

It was found that, SSNIT does not rely on any employment agencies or professional recruiters when recruiting and selecting candidates to fill vacant positions. This important function is placed on the door step of heads of department who identify the vacancies, the human resource department which initiates and facilitates the recruitment and the selection process and the management members who together with the human resource department make the final selection of employees.

The study again revealed that, the organisation employ through both external and internal sources. In its external recruitment process, the job vacancies are made open to the general public mainly through newspaper adverts and sometimes through employee referrals, job postings, unsolicited applications, and college/university fairs. On internal recruitment vacancies were normally filled through management recommendation, job posting and employee referrals.

The study further came out with the findings that, the main selection methods employed at SSNIT were employment test and interview. The type of employment test according to the findings was aptitude test while that of interview was a panel one. Other factors which management considered in addition to the above in the selection of candidates were academic qualification and work experiences.

5.1.2 Effects of recruitment and selection practices on employee attraction and retention

The study found that, the use of the newspaper to advertise vacancies was effective to attract core employees. It also revealed that, the panel interview which is in a semi-structured format is the most effective as compared to the rest to attract and retain core employees. It further threw some light on the usefulness of the aptitude test to get the required calibre of staff for the organisation.

Most importantly, a revelation was made in the findings that, the recruitment and selection practices at SSNIT, were able to attract and retain core employees. This was evident in the case of retention that, considerable number of employees has spent more than five years in the organisation and majority of these employees also aged between 31 and 60 years. It was also evident in the case of attraction that, a high number of employees and management are holders of Bachelor's and Master's

Degrees. This might also be as a result of the economy or level unemployment in the country.

5.1.3 Challenges associated with the recruitment and selection practices

It was unveiled that, the entire recruitment and selection practice at SSNIT is fair and objective since equal opportunities are given to potential candidates. However two major constraints or challenges were discovered. It came to light that, political influences tie the hands of the recruiting officials to go strictly according to the formal policy of recruitment and selection practices in the organisation.

Legal issues also came up as another challenge in the process. With this no matter how beneficial it will be to the organisation, recruiters cannot go against provisions of the law in its recruitment and selection practices. Engaging casual or temporal workers for example will be less costive to the organisation since they are not entitled to benefits agreed upon under the collective bargaining agreement (SSNIT HR Manual, 2011). But section 75 (1) of the Labour Act 2003, Act 651 frowns upon the same employer engaging such workers for a continuous period of six months and more without giving them permanent status in the organisation.

5.1.4 Improving recruitment and selection at SSNIT

It was revealed in the analysis that, SSNIT has policies and established practices with regards to recruitment and selection of employees. However the following were given to help improve upon such practices; majority of employees were of the view that, the practices should be devoid of external influences. On the part of management, the process should be very competitive, less political influences and in most cases should be outsourced.

5.2 Conclusion

Recruitment and selection practices in every organisation as i have learnt are aimed at attracting quality personnel who will fit into the organisation's strategic plan in efficiently and effectively carrying out its mission to attain its vision. To ensure the survival of the organisation's core business, recruiters should go beyond just attracting such calibre of employees but to adopt various strategies to retain them. Since the adverse of this could be detrimental to the organisation's success in a highly competitive market, companies should devote considerable resources and energies in the recruitment and selection practices.

From the analysis recruitment and selection practices at SSNIT are geared towards attraction and retention of core employees. However the practices face some challenges in the organisation's quest to attract and retain such employees.

Apart from the main challenges in the process being political influences and legal issues, the issues of management recommendation and employee referrals, which are part of the normal practice can place unfair advantage over other candidate who may be more qualified. If not done away with or minimised the retention of core employees' strategy could adversely be affected.

Despite these challenges it was realised that these measures (recruitment and selection practices) have been effective in the attraction and retention of core employees for SSNIT even though, there is more room for improvement.

5.3 Recommendations

From the study conducted, the researcher deems it appropriate to make the following recommendations to recruiters especially those in the public sector.

5.3.1 Employees Involvement in the Evaluation Process

It came up in the findings that, SSNIT has a formal policy on recruitment and selection which is regularly evaluated by heads of department, human resource department and top management.

The researcher's recommendation is that, since the focus of these recruitment and selection practices is on employee retention, employees should be given the chance to evaluate their recruitment and selection process and this should be considered in management's final report. If employees' contributions are considered and other new issues are well explained to employees it will reduce internal wrangling and boost their confidence in the recruitment and selection practices in the organisation.

5.3.2 Advertising Job Vacancies

It was revealed in the findings that, SSNIT relies heavily on newspapers when advertising for vacancies. Though this medium is very expensive, it can reach limited number of potential job seekers.

The researcher therefore recommends the use of the internet since it covers a wider area but less expensive as compared to newspaper adverts and less time consuming as compared to college recruitment. The use of the internet would improve recruitment and selection in the organisation because it would reach a wider population out of which quality ones would be hired.

5.3.3 Performance Appraisal as tool for filling Internal Vacancies

The findings also indicated that, employee referrals and management recommendations are given prominence in the internal recruitment and selection practices at SSNIT. Since internal recruitment normally comes with promotion, the

researcher recommends that, in place of management recommendation and employee referrals, performance appraisal is enhanced. This is where employees' performances are assessed based on their key result areas and their behavioural competences, so that such vacant positions will be filled by the right calibre of personnel and based on merit. This will improve recruitment and selection practices at SSNIT by eliminating internal wrangling and other unfair practices like favouritism and nepotism.

5.3.4 Improving Objectivity and transparency in the Recruitment and selection Process

A major challenge which came out of the findings was political influences. Since political influence could be a breeding ground for favouritism, nepotism and other unfair practices, the researcher recommends the strict adherence of the policies on recruitment and in most cases, the use of the services of employment agencies or professional recruiters. With these, the organisation will have free hands to attract the right calibre of personnel.

5.3.5 Ensuring Legal Compliance in the Recruitment and Selection Process

Another challenge which came up in the findings was legal issues. Recruiting casual or temporal workers and retaining them in the organisation saves cost. But management should note that, engaging in such practices and others contrary to the provisions of the law on recruitment will amount to doing business in the dark. And being on the wrong side of the law can taint organisation's image and also attract severe sanctions. To avoid this management should take legal issues into consideration when making recruitment and selection policies no matter how expensive it will be because non compliance with legal issues will be more

expensive. Again complying with the provisions of the law will ensure transparency and put the organisation's recruitment and selection practices in a good light. This will also help to attract and retain high calibre employees, especially those who find solace in legal compliant organisation.

5.3.6 Attaching much seriousness and importance to Reference Checking

Finally since the focus is also on retention, managers should look out for loyalty. Employees who are loyal to the organisation will always be there for it even in hard times and will rarely be swayed to others. For managers to achieve this it is recommended that, recruiters take reference checking very seriously to engage those who will meet their expectation. With this selection approach, recruiters will contact previous employers and schools or colleges attended by the applicant to determine his or her job history including attitude and behavioural approach.

5.4 Suggestion for Further Studies

Although recruitment and selection practices have had adequate studies, their effect on employee retention in the public sector has not seen much study. The researcher therefore encourages further studies in effect of recruitment and selection practices on the performance of the retained employees.

This study sought to delve into how recruitment and selection practices help to attract and retain high calibre of employees in a public sector organisation but it did not go to the extent of delving into the effect of the practices on the performance of the retained employees. Moreover, the issue of whether there is a relationship between employees' cultural background and the extent to which they will stay longer with an organisation was not covered. Future researchers may consider this relationship since interesting revelations may be found in it.

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APPENDIX 1

QUESTIONNAIRE FOR MANAGEMENT MEMBERS

Dear Sir/Madam,

As part of the requirements for my MBA program at KNUST, I am required to write thesis on the topic “The Effect of Recruitment and Selection Practices on the Retention of Core Employees”. My case study organisation is Social Security and National Insurance Trust (SSNIT). I will be grateful if you could take time out of your busy schedule to respond to the questions below. In accordance with the ethics of research, you are assured that all the data provided would be treated with utmost CONFIDENTIALITY.

Section A: Personal Data

Q1. Age of respondent: 18-30 years ☐ 31-45 years ☐ 46-55 years ☐ 56year and above ☐

Q2. Sex of respondent: Male ☐ Female ☐

Q3. Which of the following qualifications do you have?

HND ☐ 1st Degree ☐ 2nd Degree ☐ Others.....

Q4. How long have you been working at SSNIT?

Less than a year ☐ 1 – 5 years ☐ 6 – 10 years ☐ 10 years and above ☐

Section B: What are the recruitment and selection practices employed by SSNIT to attract and retain quality staff?

Q5. Do you have any formal policy for recruitment and selection of employees?

Yes ☐ No ☐

Q6. Who is responsible for recruitment in the organisation?

- a. Top management []
- b. Human resource department []
- c. Heads of department []
- d. Other(s) please specify.....

Q7. Who is responsible for selection in the organisation?

- a. Top management []
- b. Human resource department []
- c. Heads of department []
- d. Other(s) please specify.....

Q8. Do you have a requisition form for vacant or new positions? Yes [] No []

Q9. Does SSNIT outline job analysis (duties, responsibilities, skills etc required for a particular job) before advertising vacancies for employment? Yes [] No []

Q10. When vacancies occur are existing employees considered? Yes [] No []

Q11. Are job vacancies made open to the general public? Yes [] No []

Q12. Do you have an application form? Yes [] No []

Q13. Do you take into account any legislative requirement when recruiting? Yes []
No []

Q14. If you require applications and resumes to be sent in, do you acknowledge the application? Yes [] No []

Q15. Please indicate the percentage of your employees in the following categories.

Permanent staff _____ %

Casual/contract staff _____ %

Q16. Do the recruitment and selection strategies differ for each category stated above?

Yes [] No []

Q17. Does SSNIT rely on agencies for recruitment and selection of employees?

Yes [] No []

Q18. If yes to Q17, for what category of employees? Permanent [] Casual/Contract []

Q19. Which of these methods of recruitment are applicable to SSNIT? You may select more than one.

- a. Radio advert []
- b. TV advert []
- c. Newspaper advert []
- d. Employee referrals []
- e. Job fairs []
- f. College/university recruitment []
- g. On-line recruitment []
- h. Unsolicited applications
- i. Job posting
- j. Other(s) please specify.....

Q20. Which of these methods of selection are applicable to SSNIT? You may select more than one.

- a. Preliminary interview []
- b. Application forms []
- c. Employment test []
- d. Reference checks/referees []

e. Medical examination []

f. Other(s) please specify.....

Q21. Do you use interviews as part of your recruitment process? Yes []

No []

Q22. If yes to Q21 how would you class your interview structure? (Please tick)

a. Formal & Structured []

b. Semi-structured []

c. Unstructured []

Q23. Do you use employment examination as a selection method? Yes [] No []

Q24. If yes to Q23, select the type(s) of employment examination you use. You may select more than one.

a. Aptitude test []

b. Intelligent test []

c. Trade test []

d. Interest test []

e. Other(s) please specify.....

Q25. Which of these factor(s) are mostly considered for recruitment and selection of employees? You may select more than one.

a. Academic qualifications []

b. Work experience []

c. Interview []

d. Test []

e. Other(s) please specify.....

Section C: To what extent are the recruitment and selection practices employed by SSNIT effective in attracting and retaining quality staff?

Q26. Select all the external recruitment sources used in the organisation and indicate the level of effectiveness for each source, ticked 'Yes'

External Recruitment Source	Usage of Source		Level of Effectiveness		
	Yes	No	Low	Moderate	High
Radio advert					
Newspaper advert					
Employee referrals					
Job fairs					
College/University recruitment					
On-line recruitment					
Unsolicited applicants					
Job posting					
TV advert					
Other(s) please specify					

Q27. Select all the internal recruitment source used in the organisation and indicate the level of effectiveness for each source, ticked 'Yes'

Internal Recruitment Sources	Usage of Source		Level of Effectiveness		
	Yes	No	Low	Moderate	High
Employee Referrals					
Management recommendation					
Internal job posting					
Other (Specify)					

Q28. Select all the types of interviews processes adopted in the organisation and indicate the level of effectiveness of each source.

Type of Interview process	Usage of process		Level of Effectiveness		
	Yes	No	Low	Moderate	High
Panel interview					
One-on-one interview					
Stress interview					
Group interview					
Video conferencing interview					
Telephone interview					
Computer-assisted interview					
Other (Specify)					

Q29. Select all the employment examination methods used in the organisation and indicate the level of effectiveness for each source, ticked 'Yes'

Employment examination	Usage of Source		Level of Effectiveness		
	Yes	No	Low	Moderately	High
Aptitude test					
Intelligent test					
Trade test					
Interest test					
Other(s) specify					

Q30. Is the process of recruitment and selection regularly evaluated?

Yes [] No []

Q31. If yes to Q30, how often does it take place?

- a. Every year []
- b. Every two years []
- c. Every five years []
- d. Other, please specify.....

Q32. How does the evaluation if any, influence policies and practices on recruitment and selection?

.....

Section D: What are the challenges associated with recruitment and selection practices at SSNIT?

Q33. Are there equal opportunities for all would-be (potential) employees when it comes to recruitment and selection? Yes [] No []

Q34. Are these recruitment and selection practices able to give you the needed and qualified candidates to fill the vacancies? Yes [] No []

Q35. Have these recruitment and selection practices led to the employment of competent staff? Yes [] No []

Q36. Is there a situation where management circumvent (deviate from) the formal recruitment and selection practices? Yes [] No []

Q37. Are there external influences in the recruitment and selection practices at SSNIT?

Yes [] No []

Q38. If yes to Q37, what are the sources of these external influences?

- a. Political influences [☐]
- b. Social influences [☐]
- c. Cultural influences [☐]
- d. Other, please specify.....

Q39. Are there issues with nepotism and favouritism in the practice of recruitment and selection at SSNIT?

Yes [☐] No [☐]

Q40. If yes to Q39, how do they affect recruitment, selection and retention of staff?

.....
.....

Q41. Are there legal issues that frustrate the recruitment and selection practices at SSNIT?

Yes [☐] No [☐]

Q42. Does the organisation encounter difficulties in marketing its vacant position?

Yes [☐] No [☐]

Q43. Is the local talent pool (Ghanaian workforce) enough to recruit and select the qualified candidates needed for the organisation's business?

Yes [☐] No [☐]

Q44. Do staff members normally complain about your recruitment and selection practices?

Yes [☐] No [☐]

Q45. Is SSNIT able to attract and retain the core employees engaged through its recruitment and selection practices?

Yes [☐] No [☐]

Q46. How would you rate the turnover of staff in your organisation? (Please tick)

High []

Medium []

Low []

Q47. What are some other challenges associated with your recruitment and selection practices?

.....

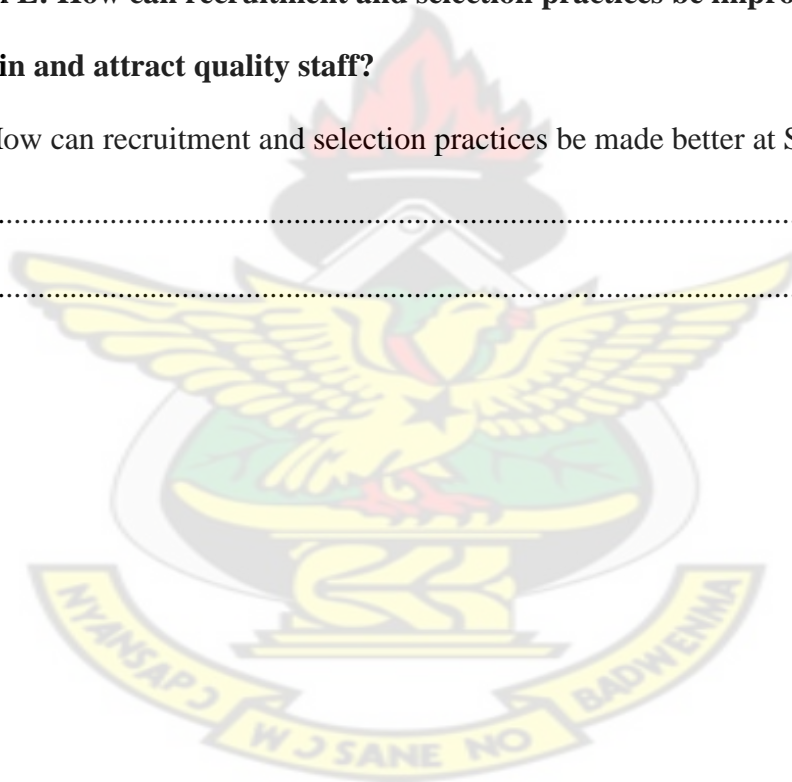
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Section E: How can recruitment and selection practices be improved at SSNIT to retain and attract quality staff?

Q48. How can recruitment and selection practices be made better at SSNIT?

.....

.....



APPENDIX 2

QUESTIONNAIRE FOR EMPLOYEES

Dear Sir/Madam,

As part of the requirements for my MBA program at KNUST, I am required to write thesis on the topic “The Effect of Recruitment and Selection Practices on the Retention of Core Employees”. My case study organization is Social Security and National Insurance Trust (SSNIT). I will be grateful if you could take time out of your busy schedule to respond to the questions below. In accordance with the ethics of research, you are assured that all the data provided would be treated with utmost CONFIDENTIALITY. Thank you.

Section A: Personal Data

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

Q1. Age of respondent:

18-30 years []

31-45 years []

46-55 years []

56 years and above []

Q2. Sex of respondent:

Male []

Female []

Q3. Position in organization (Specify).....

Q4. Educational background of respondent (indicate highest level).....

Q5. How long have you been working with this organisation?

Less than 1 year []

1-3 years []

4-6 years []

7-9 years []

10 years and above []

Section B: What are the recruitment and selection practices employed by SSNIT to attract and retain quality staff?

Q6. Are you aware of any formal policy for the recruitment and selection of employees?

Yes [] No []

Q7. Do you know whether SSNIT performs any job analysis (duties, responsibilities, skills etc required for a particular job) before advertising for vacancies for employment?

Yes [] No []

Q8. Does the organisation have any agent(s) that recruits and selects employees on its behalf?

Yes [] No []

Q9. Are job vacancies made to the general public?

Yes [] No []

Q10. If yes to the above question, which of these methods of recruitment and selection practices are applicable to SSNIT? You can select more than one.

- a. Radio advert []
- b. TV advert []
- c. Newspaper advert []
- d. Employee referrals []
- e. Job fairs []

- f. College/university recruitment []
- g. On-line recruitment []
- h. Unsolicited applications []
- i. Job posting []
- j. Other(s) specify.....

Q11. Are existing employees considered when there are vacancies?

Yes [] No []

Q12. If yes to the above, how are they recruited?

- a. Employee referrals []
- b. Job posting []
- c. Management recommendation []
- d. Other(s) specify.....

Q13. Did you fill an application form?

Yes [] No []

Q14. Did you send an application and resume?

Yes [] No []

Q15. If yes to Q14, did you receive an acknowledgement letter?

Yes [] No []

Q16. Which category of staff are you?

Permanent [] Casual/Contract []

Q17. Through which of the following recruited?

- a. Top management []
- b. Human resource department []
- c. Heads of department []
- d. Other(s) please specify.....

Q18. Through which of the following did you go through the selection process?

- a. Top management []
- b. Human resource department []
- c. Heads of department []
- d. Other(s) please specify.....

Q19. Did you write an employment examination?

Yes [] No []

Q20. Did you go through an interview?

Yes [] No []

Section C: To what extent are the recruitment and selection practices employed by SSNIT effective in attractive and retaining quality staff?

Q21. Which of the following mediums did you use when applying for the job?

- a. Radio advert []
- b. TV advert []
- c. Newspaper advert []
- d. Employee referrals []
- e. Job fairs []
- f. College/university recruitment []
- g. On-line recruitment []
- h. Unsolicited applications []
- i. Job posting []
- j. Other(s) please specify.....

Q22. Would you describe the medium/media ticked as effective?

Yes [] No []

Q23. Explain your answer

.....

Q24. Which of the following tests did you write during recruitment?

- a. Aptitude test []
- b. Intelligent test []
- c. Trade test []
- d. Interest test []
- e. Other(s) please specify.....

Q25. Would you describe the test(s) ticked as effective?

Yes [] No []

Q26. What type of interview process did you go through?

- a. Panel interview []
- b. One-on-one interview []
- c. Stress interview []
- d. Group interview []
- e. Video conferencing interview []
- f. Telephone interview []
- g. Other(s) please specify.....

Q27. Was the interview process you went through effective?

Yes [] No []

Q28. Is the process of recruitment and selection regularly evaluated?

Yes [] No []

Q29. If yes to Q28, how often does it take place?

- a. Every year []
- b. Every two years []

c. Every five years []

d. Other, please specify

Q30. Have the recruitment and selection practices at SSNIT positively affected your performance?

Yes [] No []

Q31. Please give reasons for your answer.....

.....

Q32. Would you like to spend your entire/considerable number of your working years with SSNIT?

Yes [] No []

Q33. Are the recruitment and selection practices in the organisation one of the reasons for your decision?

Yes [] No []

Section D: What are the challenges associated with recruitment and selection practices at SSNIT?

Q34. Are there fairness and objectivity in the entire recruitment and selection process at SSNIT?

Yes [] No []

Q35. Are there external influences in the recruitment and selection practice in the organisation?

Yes [] No []

Q36. If yes to Q35, what are the sources of these external influences?

a. Political influences []

b. Social influences []

c. Cultural influences []

d. Other, please specify

Q37. Are there issues with nepotism and favouritism in the practice of recruitment and selection at SSNIT?

Yes [] No []

Q38. If yes to Q37, how do they affect recruitment and retention of staff?

.....
.....

Q39. Do staff members normally complain about the recruitment and selection practice in the organisation?

Yes [] No []

Q40. How would you describe the entire recruitment and selection process at SSNIT?

a. Fair []

b. Discriminatory []

c. Biased []

d. Objective []

e. Subjective []

Q41. What do you know are some other challenges associated with recruitment and selection practices at SSNIT?

.....

Section E: How can recruitment and selection practices be improved at SSNIT to retain and attract quality staff?

Q42. Do you think the current recruitment and selection practices are the best for the organisation?

Yes [] No []

Q43. How can recruitment and selection practices be made better at SSNIT?

.....
.....

