

**EMPLOYEE RECRUITMENT AND SELECTION PRACTICES IN THE  
CONSTRUCTION INDUSTRY IN ASHANTI REGION**

By

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## DECLARATION

I, Mavis Adu-Darkoh, hereby declare that this submission is my own work under the supervision of Dr. (Mrs.) Florence Ellis 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 due acknowledgement has been made in the text.

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## **ACKNOWLEDGEMENT**

With God, all things are possible; for he has made it possible by giving me the ability and strength to carry out this study. I say thank you Lord Almighty.

Works like this kind cannot be carried out without the help and guidance of an experienced person. I therefore wish to express my profound gratitude to Dr. (Mrs.) Florence Ellis my supervisor for her suggestions, support, patience and constructive criticism throughout the research period.

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Lastly, to my parents, husband, children, brother and sisters who by their encouragement gave me the strength to carry on when all hope was lost. I say God Bless you all.

## **DEDICATION**

This research work is dedicated to my dear father who has been the backbone in all my academics and to the entire family, husband and children. May God Bless you.

## **ABSTRACT**

Recruitment and selection, as a human resource management function, is one of the activities that impact most critically on the performance of an organization in terms of achieving its ultimate goal (Costello, 2006). The purpose of this study is to identify employee recruitment and selection practices in the construction industry within the Ashanti region. The study focused particularly on identifying existing recruitment and selection methods adopted by construction companies, identifying challenges encountered and making some conclusion and recommendations based on my findings. The study also reviewed literature on recruitment and selection. An entire list of sixty-two (62) contractors obtained from Ashanti Region branch of Association of Building and Civil Engineering Contractors of Ghana (ABCECG, 2014) was used for the study. Questionnaires comprising of both closed and open-ended multi-choice type of questions were used to ascertain respondents' views on peculiar issues pertaining to employee recruitment and selection practices. The data obtained from the survey were then analyzed with the use of SPSS. The findings of the study revealed that out of the 16 identified recruitment and selection methods, the most frequently used medium of employee selection, in the order of highly recognized method includes newspaper advert, in-house (internal recruitment), labour office, employee referrals, radio advert and lastly internet recruitment. In-house recruitment, Initial job offers, internet recruitment, newspaper advert and radio advert are five (5) key quantifiable recruitment and selection methods, which influence construction workers' performance. A number of challenges were identified as barriers hindering effective recruitment and selection of workers, which includes: poor human resource (HR) planning, ineffective job analysis, competency level on the part of employee, cost of recruitment and selection of employees, lack of human resource department and poor working conditions of workers. It was recommended that before recruitment and selection all job profiles reflect the real requirements of the job.

## TABLE OF CONTENT

TITLE PAGE	I
DECLARATION	II
ACKNOWLEDGEMENT	III
DEDICATION	IV
ABSTRACT	V
TABLE OF CONTENT	VI
LIST OF TABLES	VIII
LIST OF FIGURES	IX
 <b>CHAPTER ONE: INTRODUCTION</b>	
1.0 Background of the Study	1
1.1 Statement of the Problem	3
1.2 Objective of the Study	3
1.2.1 General objective	4
1.2.2 Specific objectives	4
1.3 Research Questions	4
1.4 Significance of the Study	5
1.5 Research Methodology	5
1.6 Scope of the study	6
1.7 Limitations of the Study	6
1.8 Organisation of study	6

## **CHAPTER TWO: LITERATURE REVIEW**

2.0	Introduction	8
2.1	The Concept of Recruitment and Selection	8
2.2	Definition of Recruitment	10
2.3	Sources of Recruitment	11
2.3.1	<i>Internal Sources of recruitment</i>	12
2.3.2	<i>External Sources of recruitment</i>	16
2.4	Definition of Selection	20
2.5	Selection Process	21
2.5.1	<i>Screening</i>	21
2.5.2	<i>Selection Tests</i>	22
2.5.3	<i>Reference and background check</i>	21
2.5.4	<i>Interview</i>	23
2.5.5	<i>Physical Examination</i>	24
2.5.6	<i>Job Offer</i>	24
2.6	Challenges of Recruitment and Selection	24
2.7	Impact of Recruitment and Selection Practice on Performance	28
2.8	Improving the Effectiveness of Recruitment and Selection	30
2.8.1	<i>Staff Recruitment and Selecting Plan</i>	31
2.9	Conceptual Framework	33
2.10	Conclusion	35

## **CHAPTER THREE: METHODOLOGY ORGANISATIONAL PROFILE**

3.0	Introduction	36
3.1	Research methodology	36

3.1.1	Research Design	36
3.1.2	Research Strategy	37
3.2	Sources of data	37
3.2.1	<i>Primary Data</i>	37
3.2.2	<i>Secondary Data</i>	38
3.3	Population	38
3.4	Sampling Technique	39
3.5	Data Collection	39
3.6	Data Analysis	40
3.7	Organisational Profile	40
3.7.1	<i>Construction Industry in Ghana</i>	42
3.7.2	<i>Historical Development of the Ghanaian Construction Industry</i>	43
3.7.3	<i>The Significance of the Ghanaian Construction Industry</i>	44
3.8	Conclusion	45

## **CHAPTER FOUR: DATA PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSION**

4.0	Introduction	46
4.1	Questionnaire respondent rates	46
4.1.1	<i>Experience of Respondents</i>	47
4.1.2	<i>Professional Qualification of Respondents</i>	47
4.2	Formal policy for the recruitment and selection of Employee	48
4.2.1	<i>Recruitment and Selection Method</i>	49
4.2.2	<i>Highly ranked recruitment and selection method</i>	52
4.3	Recruitment and Selection effect on employees performance	55



4.4	Challenges of Recruiting and Selection Practices	56
4.5	Factors to Improve Recruitment and Selection Practices	58
4.6	Conclusion	58

## **CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

5.0	Introduction	60
5.1.	Summary of Findings	60
5.1.1	<i>Formal policy on Recruitment and Selection</i>	60
5.1.2	<i>Recruitment and Selection methods by Construction Industry</i>	61
5.1.3	<i>Challenges Contractors Encounter in the Recruitment and Selection of Workers</i>	61
5.1.4	<i>Recruitment and Selection method, which Influence workers performance</i>	61
5.2.	Conclusion	62
5.3	Recommendations	63
5.4	Recommended areas for further studies	64
	References	x
	Appendix	xiv

## LIST OF TABLE

<b>Table</b>	<b>Content</b>	<b>Page</b>
Table 4.1	Response Rate of Questionnaires	47
Table 4.2	Experiences of Respondents	48
Table 4.3	Recruitment and selection methods	51

## LIST OF FIGURES

<b>Figure</b>	<b>Content</b>	<b>Page</b>
Figure 2.1	Sources of Recruitment	11
Figure 2.2:	Flow chart for staff recruitment and selection plan	33
Figure 2.3	Staff Recruitment and Selection Plan.	34
Figure 2.4	Conceptual Framework of Recruitment and Selection	35
Figure 3.1	Map of Ashanti	42
Figure 3.2	Map of Kumasi	43
Figure 4.1	Professional Qualification	49
Figure 4.2:	Formal policy on recruitment and selection	50
Figure 4.3	Recruitment and Selection methods	52
Figure 4.4	Highly ranked recruitment and selection method	53
Figure 4.5	Recruitment and Selection effect on employees performance	56
Figure 4.6	Challenges of Recruitment and Selection	57
Figure 4.8	Factors to improve recruitment and selection practices	59

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Background of the Study**

As an organisation needs to succeed and survive, or compete effectively in the global economy in this era of globalization, employers must be in the position to propound and practice recruitment and selection of employees in the best way. The success of a business or an organization is directly linked to the performance of those who work for that organization. Underachievement can be a result of workplace failures. Every organization has its own requirements in acquiring employees. It is vital that organizations select people with the quality essential for continued success in this competitive global village. The only means of achieving this success is through proper recruitment and selection practices.

Recruitment and selection can play a pivotally important role in shaping an organisation's effectiveness and performance, if work organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are able to make an accurate prediction regarding their future abilities. Recruitment and selection also has an important role to play in ensuring worker performance and positive organisational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2009).

Bratton and Gold (2007), differentiate the two terms while establishing a clear link between them by stating that recruitment is the process of generating a pool of capable people to apply for employment to an organisation. Selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to

succeed in the job(s), given management goals and legal requirements. Recruitment and selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of workers. It frequently forms an important part of the work of human resource managers – or designated specialists within work organisations. It is the human resources that give competitive edge” and therefore should be selected carefully and developed in order to achieve employees’ commitment (Storey, 1995).

However, recruitment and selection decisions are often for good reason taken by non-specialists, by the line managers (Costello, 2006). There is, therefore, an important sense in which it is the responsibility of all managers, and where human resource departments exist, it may be that Human Resource (HR) managers who play more of a supporting advisory role to those people who will supervise or in other ways work with the new employee. According to Mullins (2010), for the Human Resource Management (HRM) function to remain effective, there must be consistently good levels of teamwork, plus ongoing co-operation and consultation between line managers and the HR manager. This is most definitely the case in recruitment and selection as specialist HR managers (or even external consultants) can be an important repository of up-to-date knowledge and skills, for example on the important legal dimensions of this area.

By using the right selection methods one can ensure that the candidate does not only has the right skills for the job, but also possesses the right personality to fit into the existing organisational culture. Once that “right” person has been employed, the company has to ensure that the right incentives are put in place. However, recruitment and selection is characterised by potential difficulties and it is necessary to keep abreast of developments in research in the field of construction. Research from the Chartered Institute of Personnel and

Development (*CIPD, 2009a*), concluded that organisations should increasingly be inclusive in their employment offering as younger generations have grown up with the notion of flexible working, while older people have an interest in flexible working as an alternative to retirement. This research work seeks to identify employee recruitment and selection practices in the construction industry of Ghana.

### **1.1 Statement of the Problem**

The growth and development of any economy is connected directly or indirectly with the construction industry. In Ghana, it is the wish of most construction firms to engage the best human resource in order to channel their collective effort into excellent performances, increase in productivity, job satisfaction and above all meeting client's expectations in terms of quality, cost, time and safety. However, there is little evidence in the Ghanaian construction industry to show how workers are recruited and selected. The processes of recruiting and selecting workers have been a matter of concern to many and needs attention (Burack et al., 1980). It has also been observed that due to the inadequate information and evidence of how selection and recruitment are done in many construction firms, even the K1DI and A1B1 firms are likely not to achieve or meet their stated objectives and goals. It is therefore clear from the foregoing that unconventional selection practices can ruin any business plan thereby affecting the overall target of construction firms. There is the need for management to put in place policies or strategies that will help recruit and select the best employees to strive towards the achievement of organizational goals and objectives.

### **1.2 Objective of the Study**

Objectives of this study are grouped in to two, the general and specific objectives

### **1.2.1 General objective**

The aim of this thesis is to investigate into employee recruitment and selection practices by contractors in the Ghanaian construction industry.

### **1.2.2 Specific objectives**

Consequently, the research sought to undertake these specific objectives:

- a) To identify existing recruitment practices adopted by construction companies in engaging workers in the Ashanti Region.
- b) To identify existing selection practices adopted by construction companies in engaging workers in the Ashanti Region.
- c) To determine which of the recruitment and selection practices influence the performance of workers.
- d) To identify challenges contractors encounter in the recruitment and selection of workers in the Ashanti Region.

### **1.3 Research Questions**

The underlisted research questions will serve as a guide to the study

- a) How recruitment and selection practices are done in construction firm?
- b) How recruitment and selection practices affect performance?
- c) What are the challenges associated with the recruitment and selection practices of construction firms in the Ashanti Region?
- d) What are the ways to help improve staff recruitment and selection in construction companies in the Ashanti Region?

#### **1.4 Significance of the Study**

Recruiting staff is a very costly exercise. It is also an essential part of any business and it pays to do it properly. When organisations choose the right people for the job train them well and treat them appropriately, these people not only produce good results but also tend to stay with the organisation longer. In such circumstances, the organisation's initial and ongoing investment in them is well rewarded. An organisation may have all of the latest technology and the best physical resources, but if it does not have the right people, it will struggle to achieve the results it requires. Significance of this study will help construction firms in Ghana especially those in the Ashanti region to adopt measures in the context of human resource in relation to recruitment and selection and the performance. Construction industries in the Ashanti region will have the opportunity to identify the benefits of these practices and challenges facing their recruitment and election practices in their organization and find lasting solutions to them. For other researchers it will also serve as reference and be beneficial to the academic community and the ministry of works and housing who deal directly with the construction firms with respect to recruitment and selection of employees.

#### **1.5 Research Methodology**

In addressing the aim of this study, it is important to adopt an appropriate statistical approach, which would enable appropriate data collection, analysis and interpretation of the findings for the benefit of practitioners and researchers. Consequently, the research was mainly based on primary and secondary source of data. The primary source was designed based on information, which was obtained from the literature review in connection with the research objectives of the study. The questionnaire comprises of closed and open-ended questions to facilitate categorization and analysis and to ascertain respondents view on peculiar issues. The secondary sources were obtained from journals, publications, library and internet.



## **1.6 Scope of the study**

The study was limited to employee recruitment and selection practices by some selected construction firms in the Kumasi Metropolis in the Ashanti region. Kumasi Metropolis was used because it enabled the researcher to have easy access to information needed and to the respondents

## **1.7 Limitations of the Study**

Every research has its own challenges. Notwithstanding, this research had its own limitations. During data collection, most of the workers were on site so it was quite difficult getting in touch with them. Some senior members were reluctant in releasing vital information about recruitment and selection in their respective organisations. Due to the combination of studies and work the researcher also did had limited time, but these limitations did not affect the validity of the study.

## **1.8 Organisation of study**

The project work is organised in five chapters.

Chapter one, which is the general introduction of study, presents discussions on the research project and the importance of the research. It then justifies the need for the research by providing a research question, aim, objective, scope and a brief research methodology adopted. Chapter two deals with a critical literature review of recruitment and selection processes, defining requirements, selection methods, types of interviews, advantages and disadvantages of interviews, “dos and don’ts” of selection interviewing, choice of selection methods, improving the effectiveness of recruitment and selection of workers. Chapter three gives the overall view of research methodology including the knowledge acquisition phases, research design, population, method of data collection (i.e.) questionnaires, survey and semi-

structured interviews. Chapter four presents data collection and the results obtained from the questionnaires survey, semi-structured interviews and analysis. Finally, chapter five provides conclusion of key findings of the research and makes recommendation for future works.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

Chapter one broadly introduced the research aim and objectives and presented an overview of the organization of the thesis. This chapter reviews critically employee recruitment and selection in organisations and from the perspective of human resource management. The development of a conceptual framework is also included

#### **2.1 The Concept of Recruitment and Selection**

According to Windolf (1986), the choice of a particular recruitment strategy by a firm is specific to the resources available to the organization at hand and its environmental dynamics. Boxall, Purcell and Wright (2007), highlight five different questions an organization has to answer to have an effective recruitment strategy in order to pursue its survival and success. Those questions are “Whom to recruit?”, “Where to recruit?”, “What recruitment sources to use?”, “When to recruit?” and “What message to communicate?” The notion of effectiveness in this study relates to the manner by which organisations implements its employment policies. The essence is to understand whether such policies are applied appropriately in the way they have been designed.

As discussed by Jackson et al. (2009), human resource management approaches in any business organization are developed to meet corporate objectives and materialization of strategic plans. The nature of recruitment and selection for a company that is pursuing HRM approach is influenced by the state of the labour market and their strength within it. Furthermore, it is necessary for such companies to monitor how the state of labour market connects with potential recruits via the projection of an image, which will have an effect on and reinforce applicant expectations. Bratton & Gold (1999), were of the view that organizations are now developing models of the kind of employees they desire to recruit, and

to recognize how far applicants correspond to their models by means of reliable and valid techniques of selection.

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

Odiorne (1984), postulated that the quality of recruitment practices put in place by an organisation is a function of the quantity of application that will be received; he stated further that the relative effectiveness of the next human resources phase (selection) is inherently dependent upon the quality of applicant attracted. Furthermore, Smith and Robertson (1993), agreed with the above assertion by stating that the more effectively the recruitment phase is implemented and carried out, the easier and accurate the selection process becomes in making decisions on which applicant to select. Odiorne (1984), added that the result of effective recruitment and selection are the reduction on labour turnover, good employee morale and improves organisation performance.

## **2.2 Definitions of Recruitment**

Various researchers have contributed to the field of HRM, and have offered intensive and profound knowledge on the branches of HRM especially on recruitment and selection. Below is some of the different definitions of recruitment;

✓ Recruitment is the process of generating a pool of capable candidates applying to an organisation for employment (Gold, 2007). This suggests that applicants with experience and qualifications most closely related to job specifications may eventually be selected. Organisations become concerned when the cost of a mistake in recruitment is high. According to Armstrong (2006), the aim is to obtain, at a minimum cost, the number of suitable and qualified candidates to satisfy the needs of the organisation. The organisation attracts candidates by means of identifying, evaluating and using the most appropriate sources of applicants. El-Kot and Leat (2008), observation is that recruitment begins with advertising existing vacancies.

✓ According to Eze (2002), recruitment is the process of finding and attempting to attract job candidates who are suitably qualified and therefore capable of filling vacancies in job positions effectively. The purpose is to encourage them to apply for the vacant position. Costello (2006), affirm that recruitment is a set of activities and processes used to legally obtain adequate number of qualified applicant at the right place and time to enable applicant and the organization to select each other for their own optimum interest.

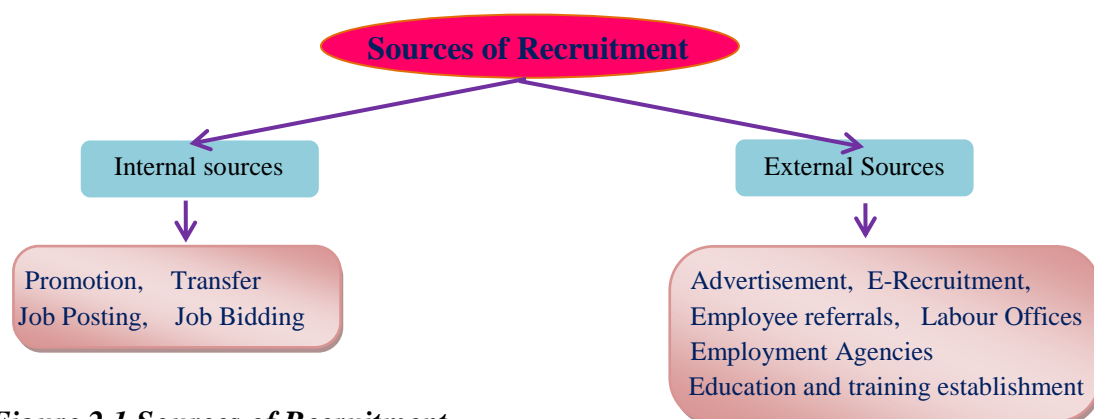
✓ Furthermore in (2007), the chartered institute of personnel management of Nigeria (CIPM) gave the definition of recruitment as the process of identifying and attracting or encouraging individuals with the requisite skills and profile (potential candidates) to apply to fill existing or future vacant positions in the organization by making them aware that such vacancies exist.

✓ Another scholar Jovanovic (2004), augured that recruitment is a process of attracting a great pool of high quality applicants to select the best among them. Omale (1992), in “past practice in personnel management in the Nigeria civil service: issues and procedures” detained recruitment as the process which starts from getting an applicant interested enough in a job and in a particular organization to write an application and the process stops when his application has been received in the organization.

Judging from the above various definition of recruitment as given by professional and scholars, it is apparent that recruitment borders or deals with the plan advertisement of exiting vacant position in an organization in order to wool or attract suitable and qualify applicant to apply for the vacant position or offices for employment in the said organization. Based on the above recruitment is a very specialized field in Human Resources practices as it involves techniques that will adequately identify the pool of skilled and quality applicants.

### 2.3 Sources of Recruitment

Full-cycle recruiting is a term used by human resources specialists who manage the recruitment process from start to finish as shown in Figure 2.1. Full-cycle recruiting begins with sourcing candidates, which means looking for prospective applicants whose qualifications might be suitable for the job openings you have.



**Figure 2.1 Sources of Recruitment**

**Source:** Prashant (2009)

Sourcing has evolved in the past several years with the proliferation of job and career sites. Every organisation has the option of choosing the candidates for its recruitment processes from two kinds of sources: internal and external sources. The sources within the organisation itself (like transfer of employees from one department to other, promotions) to fill a position are known as the internal sources of recruitment. Recruiting candidates from all the other sources (such as outsourcing agencies etc.) are known as the external sources of recruitment.

### **2.3.1 Internal Sources of recruitment**

Internal sources refer to recruiting employees from within the organization. In deciding requirement of employees, initial consideration should be given to a company's current employees, which is concerned with internal recruitment. They include those who are already available on the pay roll of the company. This is important source of recruitment as it provides opportunities for better development and utilization of existing human resources in the organization. Armstrong (2000a), proposed that first consideration should be given to internal candidates, although some organizations with powerful equal opportunity policies (often local authorities) insist that all internal candidates should apply for vacancies on the same footing as external candidates.

Aspects of recruitment under internal sources are as follows:

- ✓ **Promotions:** It refers to promoting or upgrading an employee who is already existed in the pay roll and contributed to the organizational performance. It is shifting an employee to a higher position with high responsibilities, facilities, status and pay. Usually, many companies fill higher job vacancies by promoting employees who are considered fit for such positions. This is due to fact that it has a great psychological impact over other employees for their motivation towards better performance. Internal recruitment efforts

very often result in promotions. Promotion signifies reward for past performance and encourages employees in their efforts (Sherman, Bohlander, & Snell, 1998).

- ✓ **Transfers:** Transfer is a lateral shift causing movement of individuals from one position to another. Langseth (1995), consider transfers as being effected when the need for people in one job or department is reduced or increased, if the work load reduced employees would want to relocate to other areas where they can have enough tasks to perform. Under it, employees are recruited internally through transfer from one work place to another. It refers to the process of interchanging the job duties and responsibilities of employees from one place to another or from one department to another without any promotion in their position or grade. It is a good source of generating qualified employees from over-staffed departments (Keshav, 2013).
- ✓ **Job Posting:** Job posting is an open invitation to all employees in an organization to apply for the vacant position. It provides an equal opportunity to all employees currently working in the organization. Today it has become a very common practice in many organizations across the world. Under this, vacancy announcement is made through bulletin boards or in lists available to all employees. Interested employees, then apply for the post being advertised. In this way, it has become one of the cost saving techniques of recruitment (Keshav, 2013).
- ✓ **Job bidding:** is more effective when it is part of a career development program in which employees are made aware of opportunities available to them within the organization. For example, HR departments may provide new employees with literature on job progression that describes the lines of job advancement, training requirements for each job, and skills and abilities needed as they move up the job-progression ladder.



There are number of key advantages in using internal recruitment and these include:

- ✓ **Labour Turnover:** The turnover of valuable employees is reduced through internal placement. Here, star employees within the company can be reassigned to an area within the organization where the need is greater. Restricting the vacancy to internal candidate can also help retain employees who might otherwise have left the organisation (Sunderland & Canwell, 2008).
- ✓ **Performance:** Internal recruitment might offer cost saving in the human resource management process because of the record of performance available to recruiters. An internal candidate has developed a record of accomplishment of performance during employment that provides the most accurate assessment of her on the job professional skills and experience. If the company conducts formal performance reviews, the employee performance and goal-setting information will give valuable insight to recruiters when assessing internal candidates (Keshav, 2013).
- ✓ **Time Value:** When qualified candidates exist internally, recruiting candidates internally can decrease the time it takes to fill a position. This is particularly useful in a tight job market, when the number of external candidates applying for a given job opening can become astronomical. In such cases, selecting among qualified internal candidates may be efficient because it offers costs savings, such as those associated with advertising and from using staffing resources to interview numerous external candidates (Keshav, 2013).
- ✓ **Corporate Culture:** Corporate culture might formally relate to the goals and objectives of the company as articulated in its vision and mission statement. It informally includes the business attitude, customs and etiquette. An external candidate that fulfills the

experience and skills needed for a position might not fit into the organizational culture. Internal candidates are already familiar with the company's culture, policies and procedures. For example, this might manifest itself in how meetings are conducted, projects are organized or the use of consensus building in the decision-making process (Keshav, 2013).

The principal disadvantages of internal recruitment are:

- ✓ **Limited Choice:** Internal recruitment provides limited choice of talent available in the organization as it avoids the arrival of fresh candidates. Internal recruitment does not tap any candidate from outside the organization; hence, the number of potential candidates for the post is limited to those from within the organisation. There may be far better external candidates who have more experience and better qualifications (Sunderland & Canwell, 2008).
- ✓ **Implementation of Traditional System:** Internal recruitment requires the implementation of traditional form, system, process and procedures. In addition, this limits the scope of fresh talent in the organization (Keshav, 2013).
- ✓ **Position:** In using internal recruitment, existing employees, whether competent or not, will feel that they have an automatic right to be given a more senior post (Sunderland & Canwell, 2008).
- ✓ **Costly:** Taking into consideration that when an employee is promoted, instantly vacancy instantly arises. In this regard, another employee is to be recruited to fill that position, which may be costly affair (Sunderland & Canwell, 2008).

- ✓ **Limited Internal Sources:** The source of supply of manpower is limited in internal recruitment method. When an employee is promoted, his/her previous position will be vacant and another personnel is to be recruited to fill that vacant position (Keshav, 2013).

### 2.3.2 External Sources of recruitment

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

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

*Attract attention* – it must compete for the interest of potential candidates against other employers;

*Create and maintain interest* – it has to communicate in an attractive and interesting way information about the job, the company, the terms and conditions of employment and the qualifications required;

*Stimulate action* – the message needs to be conveyed in a manner that will not only focus people's eyes on the advertisement but also encourage them to read to the end, as well as prompt a sufficient number of replies from good candidates (Armstrong, 2006).

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

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

and time required for recruitment. Further, this source enhances the effectiveness of recruitment. HR managers offer various incentives/rewards including cash incentives to the current employees for referring the best candidates (Rajarao, 2010).

- ✓ **Employment Agencies:** Employment agencies, sometimes referred to as labour brokers, even though they can face criticism from labour unions in Ghana, tend to be fast and efficient in recruiting applicants for specialized positions. For a fee collected from either the employee or the employer, usually the employer, these agencies do some preliminary screening for the organization and put that organization in touch with applicants. Private employment agencies differ considerably in the level of service, costs, policies, and types of applicants they provide. Employers can reduce the range of possible problems from these sources by giving a precise definition of the position to be filled (Sims, 2002).
- ✓ **Labour Offices:** are sources of certain types of workers. In some industries, such as construction, unions have traditionally supplied workers to employers. A labor pool is generally available through a union, and workers can be dispatched to particular jobs to meet the needs of the employers. In some instances, the union can control or influence recruiting and staffing needs. An organization with a strong union may have less flexibility than a nonunion company in deciding who will be hired and where that person will be placed. Unions also can work to an employer's advantage through cooperative staffing programs, as they do in the building and printing industries (Keshav, 2013).
- ✓ **Educational and Training Establishments:** Managers of organizations may visit educational institutions such as universities and colleges to attract top students, especially during their final years of study to apply for vacant positions. This method of recruitment

is also referred to as campus recruiting and is one of the cheapest methods of recruitment. It introduces final year students to the institution. The recruiter normally makes a presentation to final year students and invites desirable students to visit public institutions exposing them to different areas within the organization (Nel et al., 2009:227).

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

- When an organization recruits externally, it opens the organization up to a larger pool of applicants, which increases its chance to find the right person for the job.
- Looking outside the organization also allows a company to target the key players that may make its competition successful. Hiring a candidate with a proven record of accomplishment for the competition allows the company to get an insider's view as to what the competition is doing to be successful. This gives the organization a chance to stay a step ahead of the competition.
- External recruitment provides an opportunity for a fresh outlook on the industry that a company may need to stay competitive.
- Bringing in fresh talent from the outside can help motivate the current employees to produce and achieve more in hopes of obtaining the next promotional opportunity.
- Hiring an external candidate also opens up many opportunities to find experienced and highly qualified and skilled candidates who will help a company meet its diversity requirements.
- The biggest advantage of external recruitment is that the company has no limited supply of candidates and can choose employees all over the world.

According to Duggan & Croy (2004) external recruitment in an organization can face challenges:

- ✓ External recruitment requires an employee to adapt to the new environment and if the new recruit is in management, the employees may tend to resist change that he or she tries to implement because these changes may work against the organizational culture.
- ✓ This method of recruitment can indicate that the management of the organization fails to train or motivate their staff through promotion opportunities and career advancement.
- ✓ In addition, external recruitment can lead to a high rate of labor turn over when employees realize that there is no room for career advancement in the organization (Manyonyi, 2011).

## **2.4 Definition of Selection**

Mondy (2010: 136), refers to selection as ‘the process of choosing from a group of applicants those individuals best suited for a particular position in an organization.’ Whereas the recruitment process is aligned to encourage individuals to seek employment with the organisation, the selection process is to identify and employ the best-qualified and suitable individuals for specific positions. Traditionally, it was assumed that organisations could choose amongst applicants and that they would accept all job offers. However, attracting a large number of applicants was not the problem, but recruiting the right applicants became the main concern amongst employers (Branine, 2008). With the oversupply of unskilled applicants (Nzukuma & Bussin, 2011), it can be assumed that employers would be very careful before selecting any applicants. Employer decisions about the selection of employees

are central to the operation of organizations and to a series of outcomes that matter to individuals, organizations, and society.

Amos et al. (2004), as well as Mathis and Jackson (2006), define selection as the process of selecting the most suitable applicants. The process, according to them, is guided by predetermined selection criteria such as job descriptions, job specifications and job profiling and commences after the recruitment process has been completed. Robbins et al. (2001), point out that the objective of the selection process is to match the applicants' ability, knowledge, skills and experience with job requirements in a fair and legal manner. This means that selection panels, in their quest to select applicants with potential. Perhaps the most basic question in this area is why employers engage in selection efforts at all.

## **2.5 Selection Process**

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

### **2.5.1 Screening**

Screening, popularly known as short listing, is the first step after the recruitment process is completed and applications received. In this step, all the applications received by the due date



are screened and those that do not correspond to the requirements stipulated in the advertisement are immediately eliminated in this step. As Cuming (1994) and Nel et al. (2009), caution, selection panels have to be careful not to discriminate against applicants with potential. Their decisions should be guided by short-listing criteria that is developed against the job requirements stipulated in the advertisements. Furthermore, they need to ensure that enough time is set aside for short-listing.

### **2.5.2 Selection tests**

Selection tests are often used as part of a selection procedure for occupations where a large number of recruits are required, and where it is not possible to rely entirely on examination results or information about previous experience as the basis for predicting future performance. Tests usually form part of an assessment centre procedure. Intelligence tests are particularly helpful in situations where intelligence is a key factor, but there is no other reliable method of measuring it. Aptitude and attainment tests are most useful for jobs where specific and measurable skills are required, such as typing or computer programming. Personality tests are potentially of greatest value in jobs such as selling where 'personality' is important, and where it is not too difficult to obtain quantifiable criteria for validation purposes.

It is essential to evaluate all tests by comparing the results at the interview stage with later achievements. To be statistically significant, these evaluations should be carried out over a reasonable period and cover as large a number of candidates as possible. In some situations a battery of tests may be used, including various types of intelligence, aptitude and personality tests. These may be a standard battery supplied by a test agency, or a custom-built battery may be developed. The biggest pitfall to avoid is adding extra tests just for the sake of it, without

ensuring that they make a proper contribution to the success of the predictions for which the battery is being used (Philipo, 2008).

### **2.5.3 Reference & background check**

Usually advertisements require that applicants provide the names and contact details of people who can serve as referees to them in case their applications are considered. Reference checks are used to verify the information that is supplied by applicant and are usually done telephonically. Although most referees are reluctant to respond to certain questions (Mathis and Jackson, 2006), reference checks can be used to gather as much information that will be used in deciding whether to appoint or decline to appoint the applicants.

References provide the organization with other people's perceptions of the candidate's professional ability. The company should contact the candidate's previous employers and colleagues. Questions to ask references might address the candidate's creativity and initiative. This is mostly the reason why conditional job offers are given in order to check the authenticity of what the candidate provided on the application form (Snell and Bohlander, 2010). References are one of the more popular and 'traditional' tools in the selection process. However, the validity and reliability of references has been questioned, particularly with respect to their unstructured and often ambivalent nature (Heraty and Morley, 1998).

### **2.5.4 Interview**

Interviews are virtually used by all organizations for selection purposes. In support of this, Newell and Tansley (2001), indicate that interviews are by far the most widely used personnel selection procedure. With the use of interviews, managers of organizations get an opportunity to meet the applicants directly. The interview also provides the applicants with an opportunity

to also learn more about the public institution. The purpose of the selection interview is to gather as much information and to use such information to arrive at a selection decision (Redman & Wilkinson, 2001:31). During the interview, panel members (interviewers) normally pose questions to which the interviewee is expected to respond. Responses to the questions are often captured by means of scores as determined the interviewers. The applicant that obtains the highest score is recommended for appointment (Wilkinson, 2001:32). Because of interview ambiguity, efforts must be made to ensure that all interviewees are being asked the same questions (Gomez-Majia et al., 2004:175).

### **2.5.5 Physical Examination**

Applicants are often expected to undergo test(s) to determine if they are fit to perform the job, should they be appointed. The most common example of the employment tests that applicants often undergo is a medical examination. Medical examination, also referred to as pre-placement medical testing, is conducted only where the applicants are required to use physical strength to successfully perform their duties (Mathis and Jackson, 2006).

### **2.5.6 Job Offer**

The next step in selection process is job offer to those applicants who have crossed all the previous hurdles. In other words, it is the last step in the selection process. Development of an offer via e-mail or letter is sometimes a more formal part of this process.

## **2.6 Challenges of Recruitment and Selection**

According to Cooper et al. (2003) recruitment and selection of employees is the most important job of a Human Resource person. CIPD (2009), suggest that effective recruitment is central and crucial to the success of day-to-day functioning of any organization. The success

of recruitment depends upon finding the people with the right skills, qualification and expertise to deliver organization objectives and the ability to make a positive contribution to the values and aims of the organization (CIPD, 2009).

Briggs (2007), identified some of the problem affecting recruitment and selection as, the increasing pressure for employment, utilization of informal sources of recruitment and delegation of recruitment function. These problems have resulted to inadequate use of job description and standard employee requirement in the process of recruitment. Kaplan and Norton (2004), indicates that a common problem in recruitment and selection is poor Human Resource Planning (HRM). This is particularly so with recruitment and selection policies and practices. The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labour market are important in recruiting and deploying appropriate employees at the right time. Batt (2002), affirms that recruitment and selection experience can also impact on the likelihood that a candidate will accept a job offer and on their subsequent commitment to remaining in the organization. Appointment decisions are the most important ones a manager has to make; they affect the manager's ability to achieve targets, the quality of services or products delivered to the customer and the well-being of the whole team. Previous research shows that the competency level of HR managers have a major influence on recruitment and selection and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of the applicants. Moreover, effective recruitment and selection is possible only if there is a dedicated and competent HR team (Kaplan and Norton, 2004).

Conducting a thorough job analysis and identifying the right caliber of candidates bring about a good blend between applicants and the job. Argument has been given that under qualified employees may not be able to effectively perform their job positions due to lack of knowledge and competencies, while on the other hand over qualified employees tend to experience less job satisfaction due to their higher qualification than a desired level for a given job. For every job in the organization as Armstrong (2006), identified, there are stages by which a thorough job analysis must aim to achieve -defining requirement, preparing job descriptions and specifications; deciding terms and conditions of employment, attracting candidates, and reviewing and evaluating alternative sources of applicants inside and outside the organization. Job analysis process generates information which is converted into tangible outputs of a job description and a person specification, that is what has to be done and who does it before recruiting for a new or existing position. It is important to invest time in gathering information about the nature of the job since it prescribes relevant personal qualities and attitudes as well as skills and knowledge required for the job (Pilbeam and Corbridge, 2006).

Organizations in the selection process use methods such as application forms, interviews, formal tests, references, assessment centres and official transcripts. An organization needs to choose a method that is most appropriate to the job positions. HR experts generally drive the staffing process and the purpose of the staffing is to fulfill the requirements of business, and the skill levels presented by each new recruit is likely to be judged better if the line managers are involved in the recruitment and selection process. In business strategy implementation, the involvement of line managers in the entire staffing process (that is, drafting of job descriptions, setting selection criteria and being on the panel of recruitment) is vital for ensuring recruitment and selection to meet business needs. In other words, the line managers

are the owner of the recruitment and selection process along with HR playing a facilitator role.(Dess and Jason, 2001).

Organization that are less selective or hire lower-skilled employees are likely to experience significant effects on productivity, while hiring a mismatched employee can result in poor performance and higher turnover rates (Batt, 2002). Scholars have argued that other key issues and controversies run through analyses of human resource management and recruitment and selection: efficiency, control, and the difficulty of orienting practice towards social justice are often cited. The first two problematic, as (Burton, 2001) notes, have been central to the management of people for as long as managers have been present in organizations. The latter is also common across all organizations, but is a particular academic and policy concern for smaller or growing organizations (Burton, 2001).

In recruitment and selection practice, the construction of formalized selection frameworks and norms of acceptable discrimination maybe seen as an attempt to enable managers to navigate between efficiency, control and social justice. In their advice on how to achieve the perfect fit of person, organization and job, they argue that selecting on the basis of managerial opinion is ‘utterly unscientific and unreliable and that managers are ‘liable to be turned this way and that by the most inconsequential of considerations’. In place of this unsatisfactory state of affairs, these scholars propose that the physical self-provide the key to ‘unlocking the inner secrets’ of the individual seeking employment, and therefore should inform the selection process. The underlying philosophy of this process is that everything about man indicates his character and as much information as possible should be collected to inform a decision- making.

Recruitment may be conducted internally through the promotion and transfer of existing personnel or through referrals, by current staff members, of friends and family members. Where internal recruitment is the chosen method of filling vacancies, job openings can be advertised by job posting, that is, a strategy of placing notices on manual and electronic bulletin boards, in company newsletters and through office memoranda. Internal recruitment does not always produce the number or quality of personnel needed. According to McKenna & Beech (2002), some of the organisations traditionally taken the employees from education institutions have operated many processes to recruit the young people, who are in their final-year or just completed their studies. In such an instance, the organization needs to recruit from external sources, either by encouraging employee referrals; radio advert, TV advert, newspaper advert, professional association, employment agents, door to door, telephone, recruitment from school, job fairs, talent hunt, job proofing, initial job offer and the use of labor office.

## **2.7 Impact of Recruitment and Selection Practice on Performance**

Performance is an increasingly important issue for all business enterprises in developed and developing economies in both public and private enterprises. Organizations are however not exempted from the necessity of performance as they are continually threatened by increase competition resulting from the increasing liberalization of the global economy. Individual performance is topical issue in today's business environment, to the extent that organizations go to the length to appraise and manage it (Armstrong and Barron, 1998).

Performance as defined by Hellriegel et al. (1999), is the level of an individual's work achievement after having exerted effort. Hayward (2005), stated that individual performance

is a product of ability multiply by motivation. With environmental factors influencing performance primarily through the effect of individual determinants of performance ability and motivation. Qureshi and Ramay (2006), argue that HR practices are positively correlated with the profitability and suggest that management of organization must focus on these HR practices (recruitment and selection) resulting in improved organizational profit. In order to get maximum output from employees, it is important to consider a fit between successful candidates and the organization. This is made possible by the use of selection criteria as basis on the questions asked by the selection panel and in interview. By selecting the required candidates for positions in respective departments, line managers could help achieve a better fit between job and candidate (Zhuand Dowling, 2002).

Other researchers Terpstra and Rozell (1993) have found a positive relationship between the extensiveness of recruiting, selection test validation and the use of formal selection procedures and firm profits. Other studies have shown that implementing an effective staffing process is positively related to organizational performance (Syed and Jama, 2012). Koch and McGrath (1996), also found that sophisticated recruitment and selection procedures are positively related to labor productivity as cited in Asiedu-Appiah et al. (2013).

According to Foot and Hook (1996), the primary aim of the recruitment and selection processes is to ensure that the best applicants are appointed into positions. This implies that the recruitment and selection processes can assist in predicting applicants' future performance and the period the applicant will stay as an employee. As evidenced, human resources should be partners in strategic planning to determine the types of skills and competencies that are required to achieve objectives (Cascio, 1991). Inappropriate selection decisions also reduce organizational effectiveness, invalidate reward and development strategies, are frequently



unfair on the individual recruit and can be distressing for managers who have to deal with unsuitable employees”. Recruitment and selection is very important for the survival of every organization but that does not end there, new recruit need to be develop and appraised from time to time in order for them to be abreast with new trends and challenges. When employees are developed it help increase their performance and sustain the growth of the organization.

Poor recruitment practices and recruiting poor performing employees can have several negative effects on the organization some of which are stated below:

- Employees with limited role specific capabilities take time to become productive and need more training to build their skills, good employees hit the ground running and are interested in learning
- Underperforming staff also affect the performance of many by a multiplier effect.
- People who are not a good fit to the role require more time and attention from their manager. The time that managers spend on developing their best people is reduced
- Higher human resources cost may arise as a result of time spent in recruiting poor performing employees;
- Client satisfaction is impacted through a increase in errors, poor decision making and less effective client services;

Bones (1996), remarked that “performance does not need to be managed rather needs to be encouraged, developed, supported and sustained.” This implies that performance needs to be designed and implemented within the context of the organizational structure. Armstrong (2009), was also of the view that performance is the process, which contributes to the effective management of individuals and teams in order to achieve high levels of organizational performance.

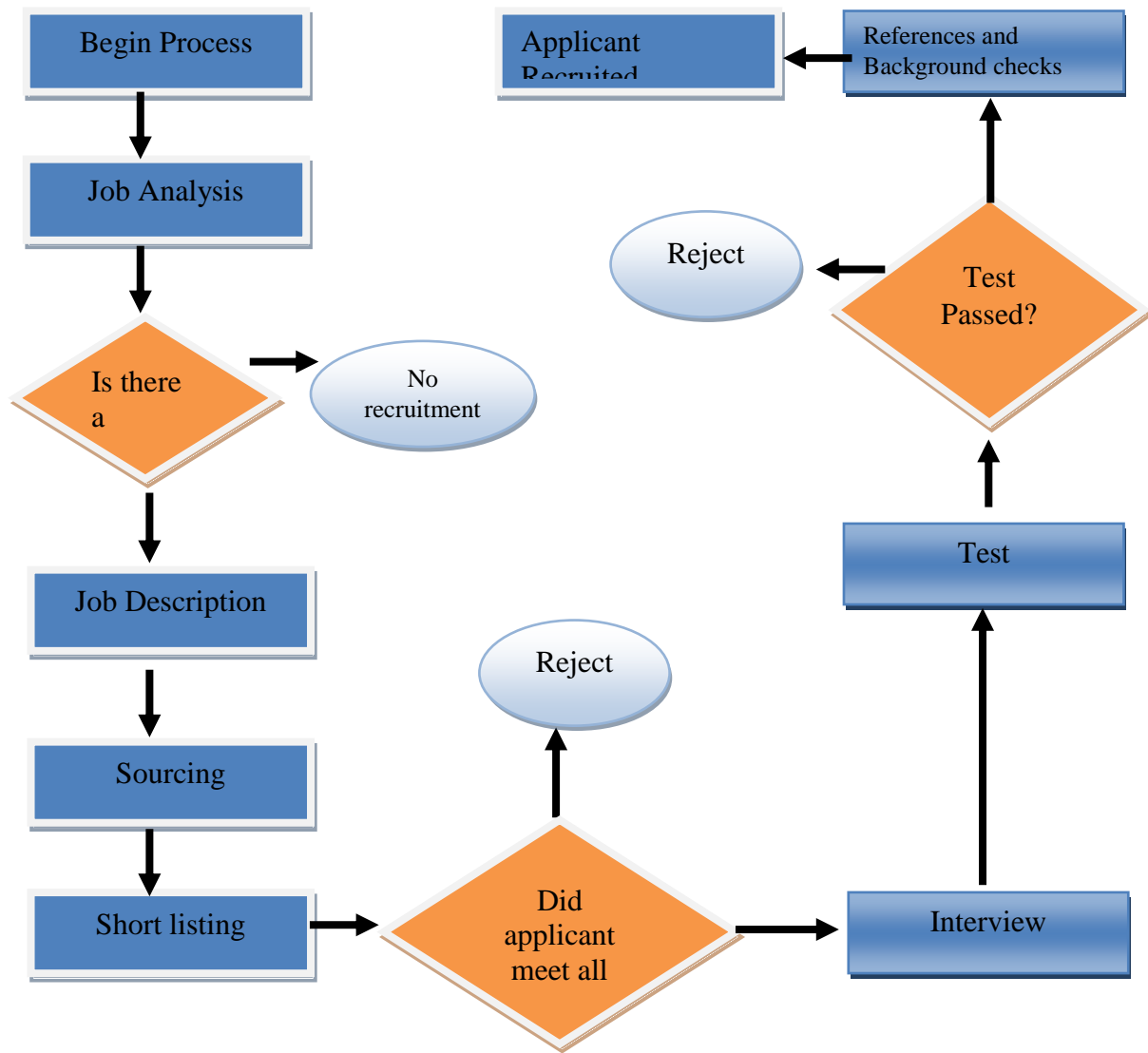
## **2.8 Improving the Effectiveness of Recruitment and Selection**

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

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

### **2.8.1 Staff Recruitment and Selecting Plan**

This flow chart is aimed at enabling employers to recruit the right people for the right job. It was realized that most companies did not have standard procedures it followed in recruiting staff. This resulted in an inability to recruit the right caliber of personnel, which lead to poor performance, hence the need for a plan such as a flow chart for staff recruitment and selection plan as shown in Figure 2.2



**Figure 2.2: Flow chart for staff recruitment and selection plan**

**Source: Richardson (2012)**

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



**Figure 2.3 Staff Recruitment and Selection Plan.**

**Source: Richardson (2012)**

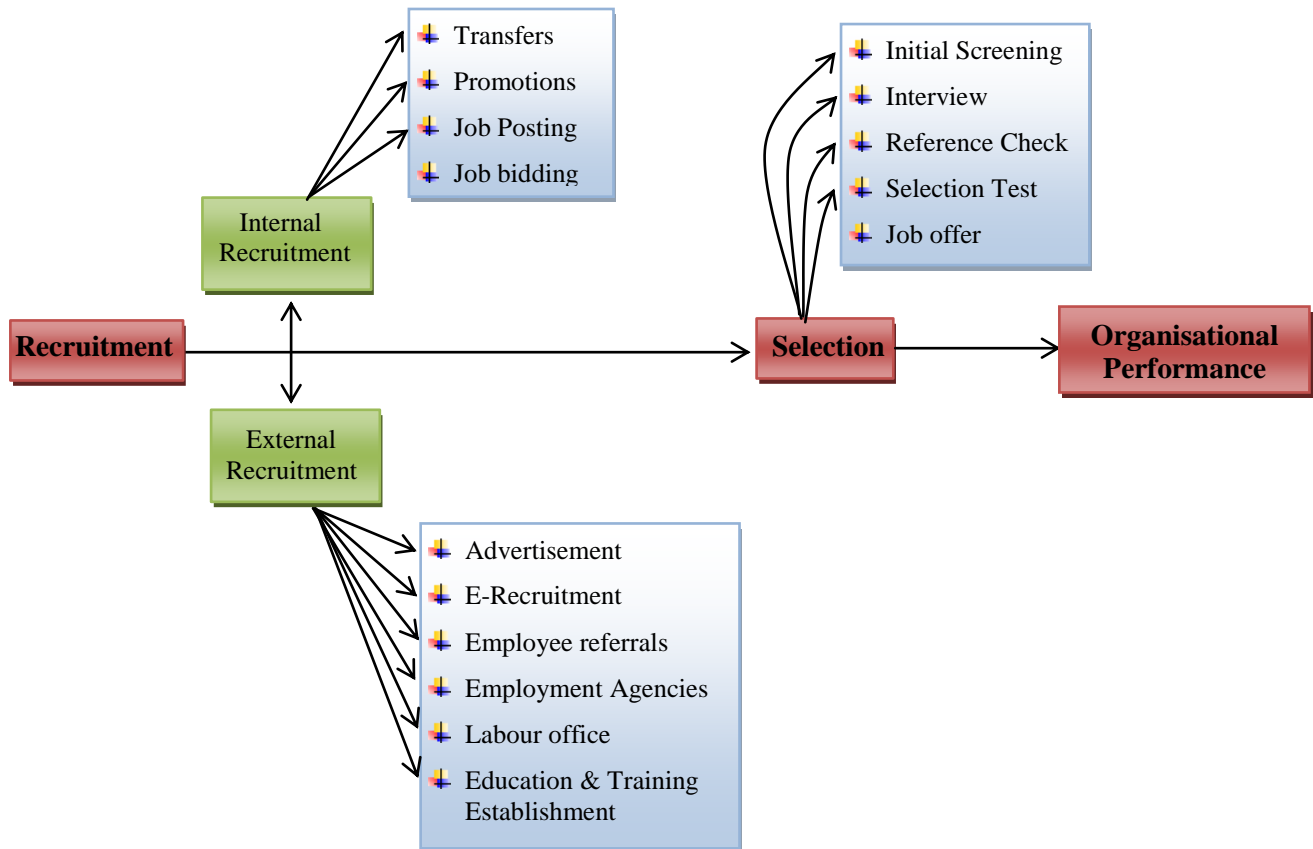
The recruitment process, (shown in *Figure 2.2*-flow chart), is the first process, followed by the selection process in recruitment and selection which is outlined in *Figure 2.3*

## **2.9 Conceptual Framework**

Recruitment and selection is characterised finally by potential difficulties and it is necessary to keep abreast of developments in research in this field. One of the assets of every organisation is its employees. To engage and employee's services the employer needs to undertake recruitment by creating a pool of applicants, which mainly leads to the selection of qualified people to work in the organisation. Recruitment and selection also has an important role to play in ensuring worker performance and positive organisational outcomes. Two main sources of recruitment was identified - internal and external source of recruitment. The

components of internal source of recruitment consists of transfers, promotions, job positing and job bidding.

### **Conceptual Diagram of Recruitment and Selection**



**Figure 2.4 Conceptual Framework explaining Recruitment and Selection practices in organisation**

Whilst the external source of recruitment are advertisement, e-recruitment, employee referrals, employment agencies, labour office and educational and training establishment. Selection process followed recruitment which entails, initial screening, interview, reference check, selection test, job offer that mostly leads to organisational performance. The conceptual framework explaining recruitment and selection practices in organisation as shown in Figure 2.4.

## **2.10 Conclusion**

The main intention of this chapter was to explain the theory of recruitment and selection. Through the research, it became evident that there is an abundance of research on recruitment and selection processes, mainly on how they are undertaken in organisations. In this chapter, the study revealed recruitment definitions by different authors. Internal and external sources of recruitment was identified. Selection process used to fish out qualified employees who possess the required abilities, skills and behaviours was detailed explained. The study also revealed challenges during recruitment and selection by organisations and the impact of recruitment and selection practices on performance. Improving the effectiveness of recruitment and selection was briefly discussed.

Recruitment and selection helps in determining the destiny of organisations. Recruitment and selection processes should be guided by organisation's strategies, missions and objectives to avoid appointing candidates with skills irrelevant for the attainment of objectives. However, it would be a waste of resources to recruit, select and appoint competent applicants and not retain them. The success of human resources departments is measured on their recruitment and performance of competent employees.

## **CHAPTER THREE**

### **METHODOLOGY AND ORGANISATIONAL PROFILE**

#### **3.0 Introduction**

This chapter explains how the research was conducted. It starts with a brief definition of research, the design, strategy, then followed by the method and procedures that were used in collecting data; the population, sampling size and sampling technique, data collection, data analysis and limitations. In addition is the organizational profile of the study area in the Kumasi metropolis.

#### **3.1 Research methodology**

Research is something that people undertake in order to find out things in a systematic manner, thereby increasing their knowledge. It is noted that this definition captures two significant phrases: “systematic way” and “to find out things”. “Systematic” suggest that research is based on logical relationships and not just beliefs (Saunders and Thornhill, 2009). It portrays the exact idea the researcher is carrying out (William, 2001). “To find out things” suggests that, there are multiple possibilities or purposes for your research. These may include describing, explaining, understanding, criticizing, and analyzing. Research methodology can be described as the framework associated with a particular set of assumptions that can be used to conduct research (O’Leary, 2004). Research methodology also involves considering the methods of data collection and the theories and concepts underpinning the research topic.

##### **3.1.1 Research Design**

Research design is a plan, mode or conceptual structure of the research and type of approach adopted in the study. It can also be explain as the blue print for the measurement of variables, collection and analysis of data. The choice of research design depends on the objectives of the

research in order to be able to answer the research questions (Crotty, 144). The study used a cross sectional survey design for data collection and data analysis. The research design helped in examining relationships among the variables as argued by Fowler (1993). Cross sectional survey design refers to the selection of a relatively large sample of people from a predetermined population

### **3.1.2 Research Strategy**

The research based on assessing recruitment and selection practices of selected construction firms in the Ashanti Region. Quantitative analysis was used as the research strategy to achieve the research aim of investigating into recruitment and selection practices adopted by these firms. The study used questionnaires. These approaches were satisfactory tools for collecting data for the sample population to investigate the topic under study (Ritchie and Lewis, 2003). Quantitative research is a formal, objective, systematic process in which numerical data are used to obtain information (Burns & Grooves, 2005).

## **3.2 Sources of Data**

The researcher used both primary and secondary sources of data for the study.

### **3.2.1 Primary Data**

The primary data was obtained using the survey method. These include the distribution of questionnaires and collection of data from key respondents and professionals pertaining to the construction industry. In order to achieve the aim and objectives of the study, well-designed questionnaire with both close-ended and open-ended questions were formulated to gather information from appropriate respondents. The wordings were without bias and the questions provided multiple-choice options, which gave the respondents the opportunity to present their ideas by way of selecting from the options, provided. Data obtained was analysed using SPSS



to get meaningful conclusions and recommendations. The close-ended questions were used because theorist such as Nachmias and Nachmias (1996), as cited in Naom, (2007) indicated that their analysis are straightforward.

### **3.2.2 Secondary Data**

Secondary data is data collected by someone other than the user. A clear benefit of using secondary data is that much of the background work needed has already been carried out or analyzed (Funsho, 2012). Because the data already exist, you can evaluate them prior before using it. These include desk review of both published and unpublished material including policy documents, newspapers, internet, journals, articles, reports, bulletins, newsletters. The secondary source was to get a deeper understanding of published information on worker recruitment and selection within the Ghanaian construction industry. The information gathered from these sources helped guide the second phase of the questionnaire structuring, distribution and collection of data from the key respondents.

### **3.3 Population**

Malhotra and Birks (2006), defined population as the group of elements that possess the information sought and about which inferences will be made. The population, as far as this research is concerned, embodied contractors and human resource officers within the various departments in established construction firms and statutory authorities and other government institutions in the Ashanti region whose duties include the recruitment and selection of construction workers. The population for this study concentrated on private and public sector institutions. Ahadzie (2007), revealed that there are over 20,000 registered “building contractors” with the Ministry of Water Resources Works and Housing and 12% of these building contractors are in the Ashanti Region. Meaning, the region has about 4,400 registered

contractors. Nevertheless, according to the Ashanti Region branch of Association of Building and Civil Engineering Contractors of Ghana (ABCECG, 2012) there are (62) members of contractors in good standing who have also registered with the Ministry of Water Resources, Works and Housing. Therefore, the sixty-two (62) contractors was used for the study. In addition to this, 30 human resource officers were approached adding up to a total sample size of 92 respondents. The selected registered contractors within the Kumasi metropolis ranges from D1 – D4 contractors as classified by the Ministry of Water Resource, Works and Housing and K1 – K4 contractors as classified by the Ministry of Roads and Transport (Ahadzie, 2007).

### **3.4 Sampling Technique**

Sampling is the process of selecting observations (Babbie, 2008). The two types of sampling are probability and non-probability sampling. The simple random sampling technique under the probability sampling was used to select respondents from registered contractors with the exception of the Human Resource Department. This is because the population will have an equal chance of being selected. Significantly, the purposive sampling technique, which is a non-probability sampling technique, was used to select respondents who deal directly with recruitment and selection from the Human Resource Department. This was because the researcher wanted to deal with only typical cases based on the objectives of the study.

### **3.5 Data Collection**

The research tool used for data collection was questionnaires. The questionnaire covered all the necessary information needed for the study. The developed questionnaires were distributed to and retrieved from the respondents in person. This process of distribution and retrieving of the questionnaires in person was taken for two reasons as suggested by Ahadzie

(2007) and cited in Danso (2010), first, to make sure that the questionnaires get to the intended recipients and secondly, to help improve the response rate. In all, some of the questionnaires were collected back on the same day while others were collected later from the respondent.

Questionnaire was generally designed in the following pattern:

- **Part I:** Personal data – gender, age, position, profession, academic qualification and experience in the field of study.
- **Part II:** Recruitment and Selection issues – existing formal policy for the recruitment and selection of employees, types of recruitment and selection processes usually used by construction firms, which recruitment and selection affects workers performance and challenges confronting the recruitment and selection processes by construction firms.

### **3.6 Data Analysis**

After the responses were gathered, every type of data relating to the questions were separated and gathered to answer different research objectives. The information received were classified into answer categories and expressed as percentage frequencies. The research methodology that was used is quantitative. Statistical Package for the Social Sciences (SPSS) was used for the analysis.

### **3.7 Organizational Profile**

The organisation profile focuses on the selected construction companies in Ashanti region, precisely in the Kumasi metropolise as shown in *Figure 3.1*. Ashanti Region is the third largest of 10 administrative regions, occupying a total land surface of 24,389 km<sup>2</sup> (9,417 sq mi) or

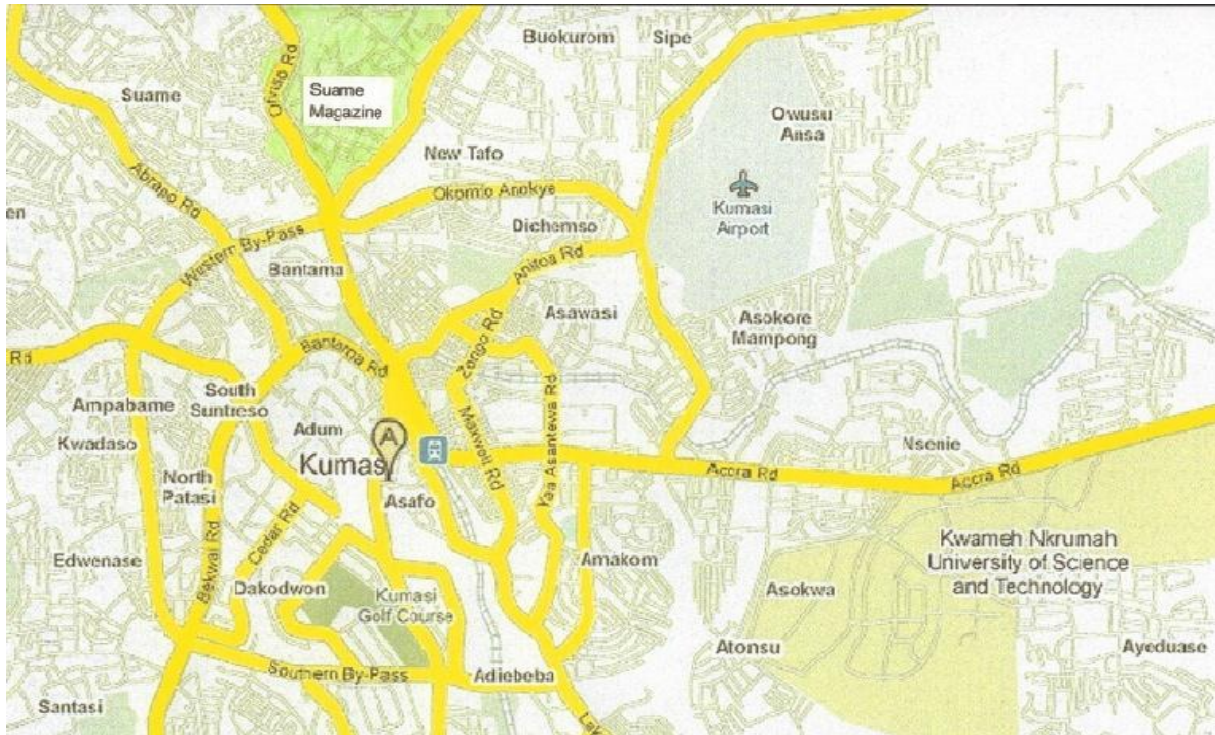
10.2 per cent of the total land area of Ghana. The region is centrally located in the middle belt of Ghana. It lies between longitudes 0.15W and 2.25W, and latitudes 5.50N and 7.46N. It shares boundaries with four of the ten political regions, Brong-Ahafo Region in the north, Eastern region in the east, Central region in the south and Western region in the South west. The region is divided into 27 districts, each headed by a district chief executive.



**Figure 3.1 Map of Ashanti Region**

**Source: Google 2014**

Figure 3.2 as shown on the next page is Kumasi, a city in Ashanti Region, South Ghana and is among the largest metropolitan areas of Ghana. Kumasi is located near Lake Bosumtwi, in a Rain Forest region, and is the commercial, industrial and cultural capital of Asanteman. Kumasi is approximately 300 miles (480 km) north of the Equator and 100 miles (160 km) north of the Gulf of Guinea. Kumasi is alternatively known as "The Garden City" because of its many beautiful species of flowers and plants. It is also called Oseikrom.



**Figure 3.2 Map of Kumasi**

*Source: Google 2014*

### **3.7.1 Construction Industry in Ghana**

Having introduced a review of HRM literature including a justification of the research in the context of developing countries, this section further underpins the literature by introducing HRM practices in the study area, Ghana. The problems and challenges facing the industry are also well known (Ofori, 1980; 1990; 1993). As in many commonwealth countries, the Ghanaian construction industry derives its practice from the British construction industry. Consequently, a key feature of the Ghanaian construction environment is the separation between design and construction. Furthermore, the professionals tend to operate independently and often owe allegiance to their respective professional bodies namely, Ghana Institution of Architects (GIA), Ghana Institution of Engineers (GhIE), and Ghana Institution of Surveyors (GIS). Thus, the seemingly adversarial tendencies believed to be traditionally associated with the construction industry (Masterman, 1992), is also very reminiscent in the

Ghanaian industry (Banini, 1983). The development and introduction of alternative procurement systems and the subsequent emergence of the project management concept have also been witnessed in recent years (Ahadzie et al., 2004).

Consequently, many construction organizations now provide project management consultancy alongside their primary profession. This trend is similar to practices described by Odusami et al. (2003), in Nigeria. Thus, while the traditional system of managing projects is still popular, the emerging growth of the project management concept has gradually led to the expansion of project management divisions within companies/consultancies offering the traditional professional practices.

### **3.7.2 Historical Development of the Ghanaian Construction Industry**

The construction industry dates back to pre-independence period with total dominance by a few large foreign firms that executed all new infrastructural works in the public sector. The maintenance of these projects was however, the responsibility of the Public Works Department (PWD) (IMC Report, 2002). The period immediately after independence in 1957 saw massive investment in the infrastructure sector of the economy, intended to create the socio-economic environment for rapid economic growth and development. This effort culminated in the setting up of the Ghana National Construction Corporation (GNCC) in joint venture with Messrs Sahrel of Israel with capital share of 60% for Sahrel and 40% for Government. Their mandate was to execute some of the public buildings, roads and housing estates (IMC Report, 2002), revealed.

With the dissolution of GNCC after the change of government in 1966, the State Construction Corporation (SCC) was established to take over the role originally performed by GNCC (IMC

Report, 2002). With Independence came the aspiration of government to expand the economy and ensure rapid development. It became necessary for the PWD to be broken up into specialized functional areas like the provision of water, electricity, roads, etc. These functional areas created the need for locally trained professionals as well as local contractors to undertake works in specified areas. The Government, realizing the need for trained and skilled professionals to manage the institutions created out of PWD, saw the need to train such personnel (IMC Report, 2002).

Currently, the construction industry is composed of about 22,500 local contracting firms and few large foreign firms (IMC Report, 2002). In spite of their limited number, the foreign firms dominate the industry, handling almost all large construction projects funded with external resources. Donor funded works constitute about 55% of total infrastructural works with GOG accounting for the remaining 40%. The remaining 5% is accounted for by the private sector (IMC Report, 2002).

### **3.7.3 The Significance of the Ghanaian Construction Industry**

Construction activities and its output is an integral part of a country's national economy and industrial development. The construction industry can mobilize and effectively utilize local and human material resources in the development and maintenance of housing and infrastructure to promote local employment and improve economic efficiency (Anaman and Amponsah, 2007). Field and Ofori (1988), stated that the construction industry makes a noticeable contribution to the economic output of a country; it generates employment and incomes for the people and therefore the effects of changes in the construction on the economy occur at all levels and in virtually all aspects of life. Hence, the construction is regarded as an essential and highly visible contributor to the process of growth (Field and

Ofori, 1988). Ahadzie (2007), supported the above assertion when he mentioned that in the early 1990s, the contribution of the industry to Gross Domestic Product dropped to a long-term low of about 2.7% but mentioned again that, recent figures indicate that it has once again appreciated to a significant level of 4.2%, (ISSER, 2007). Ghana's construction industry continues to grow steadily. The industry comprised 9.2% of GDP in 2011, ahead even of mining.

### **3.8 Conclusion**

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



## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSION

#### 4.0 Introduction

This chapter presents the results, analysis interpretation and discussion of the data collected. The results are displayed with regards to the order of arrangement of the questionnaires. The major findings are briefly presented and discussed consequently. The different sections are: questionnaire responses rate, experience of respondents, formal policy for recruitment and selection of employees, ranking of recruitment and selection method used mostly, ranking of recruitment and selection method which leads to performance, ranking of the significant challenges confronting employee recruitment and selection.

#### 4.1 Questionnaire respondent rates

Out of 92 questionnaires issued, 100% valid questionnaires response achieved. However, one of the respondents did not complete the last question of the questionnaire but this was disregarded and considered valid. From table 4.1 below 67% response representing contractors and 33% representing human resource personnel from various disciplines.

*Table 4.1 Response Rate of Questionnaires*

Respondents	Questionnaires Administered	Questionnaires Received	Questionnaires analysed	Response rate (%)
Contractors	62	62	62	67%
Others (Human Resource Officers)	30	30	30	33%
Total	92	92	92	100%

*Source: Field Survey, 2014*

The 100% score or success is because of the special measures taken prior to the administration of the questionnaires. The researcher waited and took back the completed questionnaire immediately, took contacts of respondents who were unable to make time available for the immediate completion of the questionnaire and subsequently call to check and possibly collect such questionnaires.

#### **4.1.1 Experience of Respondents**

From (Table 4.2) a good number of the respondents (77%) had more than 5years of experience. It was also noted that none had working experience less than a year. This implies that the outcome represent the point of view of very experienced people (Sazuolang, 2009).

***Table 4.2 Experiences of Respondents***

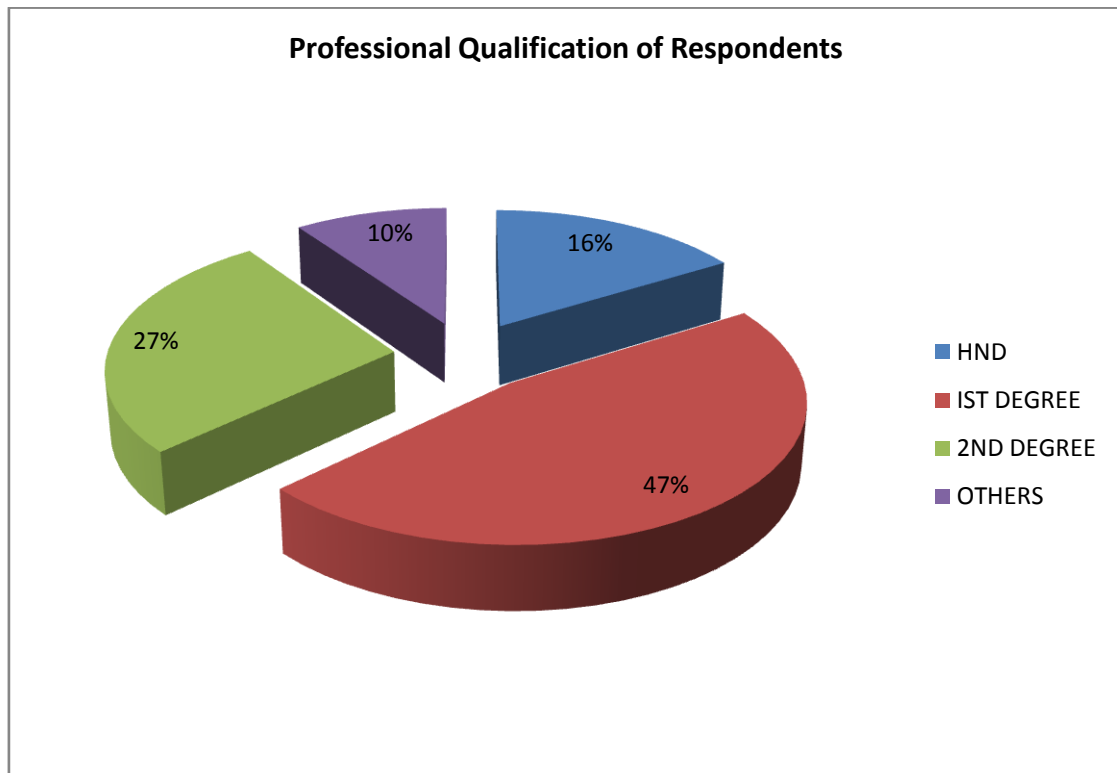
<b>Years</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 1 year	0	0.00%
From 1 to 5 years	21	22.80%
From 6 to 10 years	45	48.90%
From 11 to 15 years	17	18.50%
More than 15 years	9	9.80%
<b>Total</b>	<b>80</b>	<b>100.00%</b>

***Source: Field Survey, 2014***

#### **4.1.2 Professional Qualification of Respondents**

This was to find out the highest qualification of the various respondents in the study area. From the chart, it was realized that 37 respondents constituting 47% had 1st Degree from various fields, while 11 (16%) had Higher National Diploma (HND), 18 (27%) had 2nddegree qualifications, 14 (10%) respondents had ‘A’ Level qualifications and other

professional affiliations. It is noticed that the respondents were of higher level of professionalism averagely and therefore information provided would be of higher significance to the objectives of the research.



**Figure 4.1: Professional Qualification**

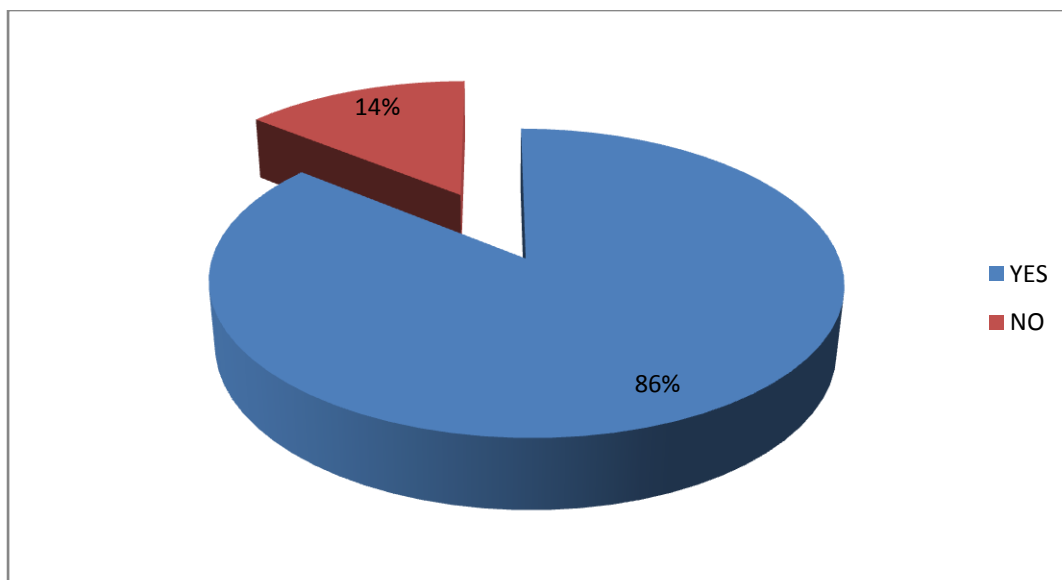
**Source: Field Survey, 2014**

#### **4.2 Formal policy for the recruitment and selection of Employees**

Here, the intention was to know if these construction institutions have policy for recruiting employees. From the chart, 79 (86%) respondents confirmed that no formal policy was used in the recruitment and selection of workers in their respective establishments. The few respondents, 10 (14%) in number, who had policy for recruiting workers, further added that the policy allows for internal scrutinizing at all departments within the firm to find out if there

is worker within who best fit for the available vacancy. The policy is that recruitment is done through invitation of qualified applicants and interviews are followed before selection is done.

This line of reasoning corresponds with Smith et al. (1989) that when an organization makes the decision to fill an existing vacancy through recruitment, the first stage in the process involves conducting a comprehensive job analysis. Three (3) respondents shared similar opinion; they stated that one has to apply in writing with copies of certificates after which one is called based on qualification and requirements of the firm.



***Figure 4.2: Formal policy on recruitment and selection***

***Source: Field Survey, 2014***

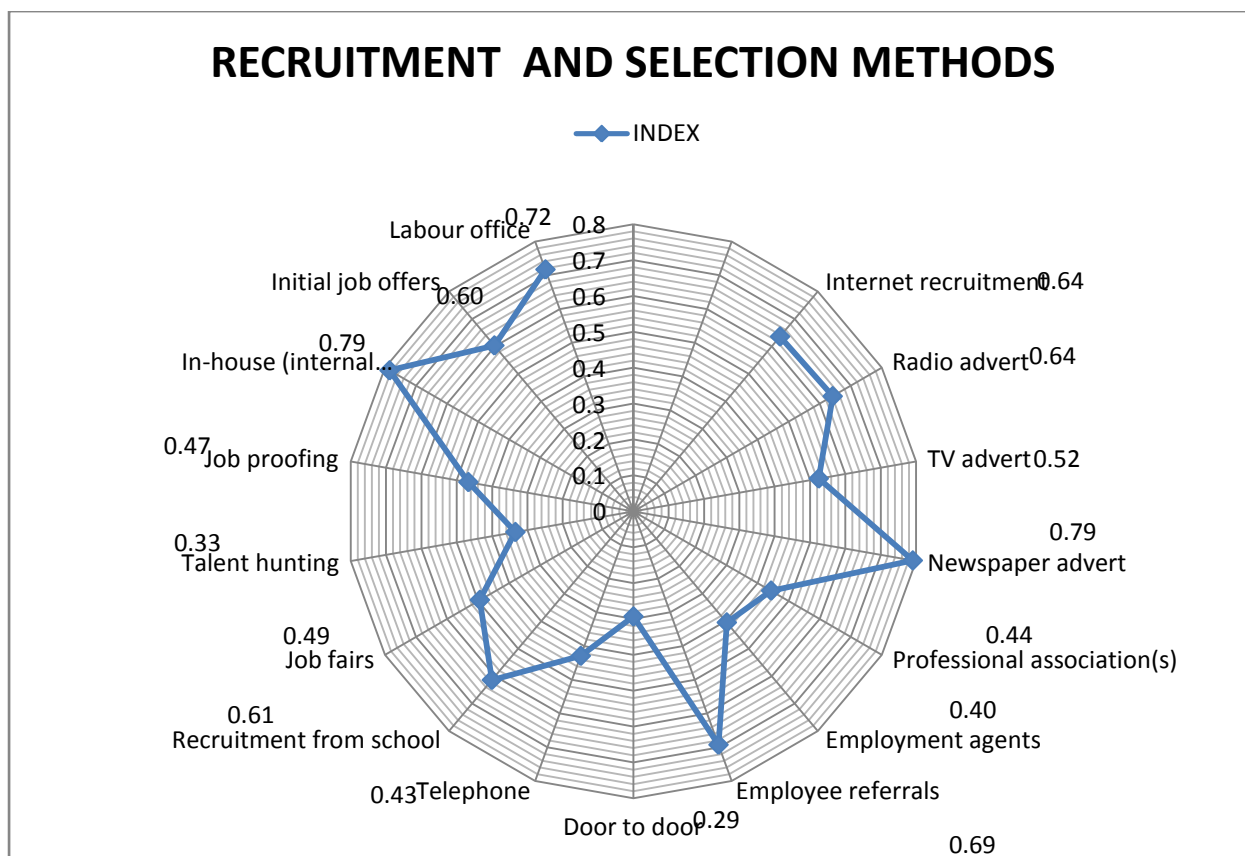
#### **4.2.1 Recruitment and Selection Methods**

The results of data collected in this respect were processed and tabulated as shown in Table 4.3 and Figure 4.3. The table contains the following information for each entry: the recruitment and selection method suggested above, relative important index, overall ranking (Rank).

**Table 4.3 Recruitment and selection methods**

S/No	Recruitment and Selection Methods	Total Responses	Index (Rii)	Index (%)	Rank
1.	Newspaper advert	92	0.79	79.08	1 <sup>st</sup>
2.	In-house (internal recruitment)	92	0.79	78.53	2 <sup>nd</sup>
3.	Labour office	92	0.72	71.74	3 <sup>rd</sup>
4.	Employee referrals	92	0.69	69.29	4 <sup>th</sup>
5.	Radio advert	92	0.64	64.13	5 <sup>th</sup>
6.	Internet recruitment	92	0.61	61.14	6 <sup>th</sup>
7.	Recruitment from school	92	0.61	61.41	7 <sup>th</sup>
8.	Initial job offers	92	0.71	70.65	8 <sup>th</sup>
9.	TV advert	92	0.52	52.45	9 <sup>th</sup>
10.	Job fairs	92	0.49	49.46	10 <sup>th</sup>
11.	Job proofing	92	0.47	46.74	11 <sup>th</sup>
12.	Professional association(s)	92	0.44	44.29	12 <sup>th</sup>
13.	Telephone	92	0.43	42.93	13 <sup>th</sup>
14.	Employment agents	92	0.40	40.49	14 <sup>th</sup>
15.	Talent hunting	92	0.33	33.42	15 <sup>th</sup>
16.	Door to door	92	0.29	29.35	16 <sup>th</sup>

**Source: Field Survey, 2014**



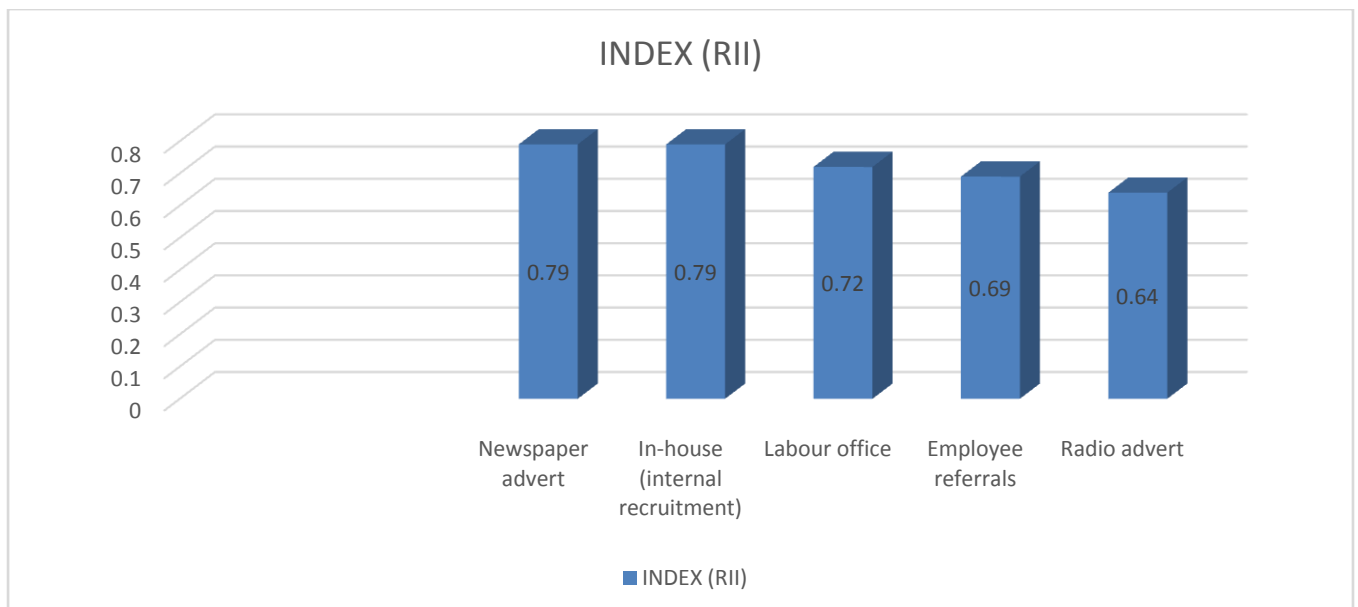
**Figure 4.3: Recruitment and selection method**

**Source: Field Survey, 2014**

As part of the research objectives, the researcher identified existing recruitment and selection procedures adopted by construction firms used in engaging workers in the Ashanti region. The method used in employee recruitment as suggested by Armstrong (1991), and other literature for the purpose of this study included: internet recruitment, radio advert, television advert, newspaper advert, professional association(s), employment agents, employee referrals, door to door, telephone, recruitment from school, job fairs, talent hunting, job proofing, in-house (internal recruitment), initial job offers and the labour office. The results indicate clearly that newspaper commercials on job vacancy is the most frequently used recruitment and selection method with relative important index 0.7908. This is followed by in-house (internal recruitment) with RII of 0.7853. The labour office was also realised to be the 3<sup>rd</sup> ranked method of employee recruitment with RII of 0.7174.

Employee referral had a RII of 0.6929 and was ranked the 4<sup>th</sup> method of recruiting and selecting workers. The 5<sup>th</sup> ranked recruitment method was radio advert. It was found to be very effective with RII of 0.6413 followed by internet recruitment with RII of 0.6359. Recruitment from school, initial job offers, television advert, job fairs, job proofing, professional association(s), telephone, employment agents, talent hunting, door to door followed concurrently with RII values of 0.6141, 0.7065, 0.5245, and 0.4946 respectively.

#### 4.2.2 Highly ranked recruitment and selection method



**Figure 4.4:** *Highly ranked recruitment and selection method*

**Source:** *Field Survey, 2014*

The results showed that the six most used recruitment and selection method in the order of merit are as follow: newspaper advert (RII=0.7908), in-house (internal recruitment with RII of 0.7853), labour office (RII=0.7174), employee referrals (RII=69.29), radio advert (RII=64.13) and lastly internet recruitment (RII=61.14) as shown in figure 4.4. These methods are discussed on the next page.

- **Newspaper advertisement**

The literature revealed that newspaper advert is the best traditional approach employers use to attract and recruit employees for most open jobs. It was added that for many positions, an advertisement in the local paper was enough to tap into the local labour market. In very small organizations, the owner often places the newspaper ad first, based on the recruiting criteria because it best satisfies the employer's objective for recruiting.

- **In-house (internal) recruitment**

Armstrong (2000a). assertion on internal sourcing of employee clearly depicts that this approach has competitive advantage. The IPD (1998a). states that the biggest single cause in the increase of outsourcing has been the concept of the core organization which focuses its in-house expertise on its primary function. It was further proposed that for large redundancy, the media would have to be informed on job vacancies, only after the internal announcement has failed to provide one.

Among the ways in which internal recruiting sources have an advantage over external sources is that they allow management to observe the candidate for promotion (or transfer) over a period of time and to evaluate that person's potential and specific job performance; a recruitment performance survey conducted by Institute of Personnel and Development (IPD, 2006) revealed this. It added that an organization that promotes its own employees to fill job openings may give those employees added motivation to do a good job.

- **Labour office**

Within the government institutions, statutory bodies like the labour office have higher recruiting authority in selecting employees to fill available job vacancies. Most of the public



sector employees get employed through this department. It also provide workers for some private own business within the construction industry.

- **Employee referral**

Despite the weak advantage it has on the part of the employer, it is mostly used in employee sourcing where existing employees inform their friends and relations of existing job vacancies. Although it is a highly used method of recruitment, it has a number of disadvantages to the employer. Referrals of job applicants by the organisation's existing employees can be a low-cost but very effective method of recruitment (Compton, Morrissey, Nankervis, 2009).

- **Radio advert**

Radio adverts seem to have equal advantage as the newspaper ads but is costly as compared to the print advert. The radio ads though very effective in employee recruitment may not reach the desired or needed employees to fill job vacancies.

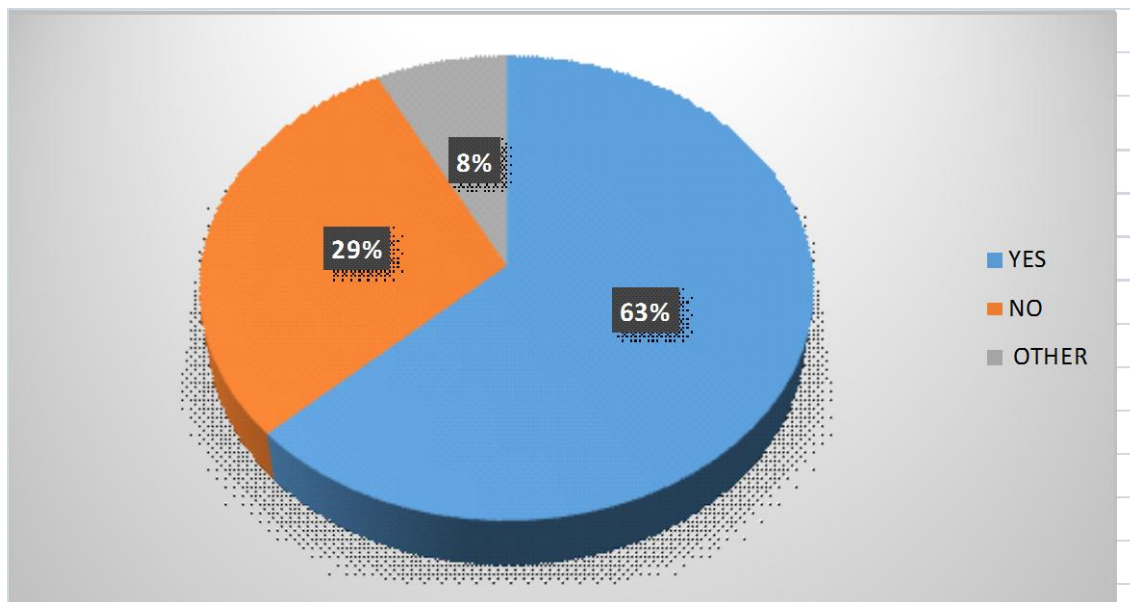
- **Internet recruitment**

The Internet has become a way for employers to display company image and advantages over competitors (Rotella, 2000). Internet recruiting is becoming a popular solution to the construction labour shortage, according to Hornberger (1998) and he states: "The increased turnaround, minimal recruiting cost, and favourable candidate demographics make the Internet a potential solution to the labour shortage." Some of the benefits he points out are: convenient accessibility for both the recruiting firm and the job seeker (jobs are posted 24 hours a day, 7 days a week), and immediate feedback (via online communications) which results in a faster hiring cycle and reduced cost per hire. Many predict that the Internet will

become more popular as a recruiting tool in the future. Internet Recruitment does not only save cost but also enables organizations to provide much more information to applicants, which can easily be updated. Internet has been recognised as a low-cost advertising medium that facilitates paperless, real time transactions (Seneiratine 1999).

### 4.3 Recruitment and Selection effect on employees performance

The study asked respondents whether the recruitment and selection method adopted has influence employees performance in their respective firms.



**Figure 4.5 Recruitment and selection practices effect on performance**

**Source: Field Survey, 2014**

Bowen et al. (1991), examined that, integrated recruitment and selection processes help recruiters to choose the candidates to fit the characteristics of an organisation's culture. Recruitment and selection has an important role to play in ensuring workers performance and positive organisational outcomes. Majority of the respondents 58 (63%) indicated that the practice had incredibly affect their performance. 27 (29%) where of the view that there had not been any improvement in their performance. Employees who did not recognize the effect

on their performance were 7 constituting (8%). From the chart, one can notice that recruitment and selection practices have influence most of the employee's performance. Successful recruitment and selection can improve organisations performance (Mathis, 2005).

#### 4.4 Challenges of Recruiting and Selection Practices

The researcher wanted to find out possible barriers hindering the effectiveness and efficiency of the recruitment and selection of construction employees. Data collected from respondents were ranked according to their response see Figure 4.6 below.



**Figure 4.6: Challenges the Recruitment and Selection**

**Source: Field Survey, 2014**

Responses analysed with their respective RII are as presented on the chart below. The top three of these challenges are hence discussed below.

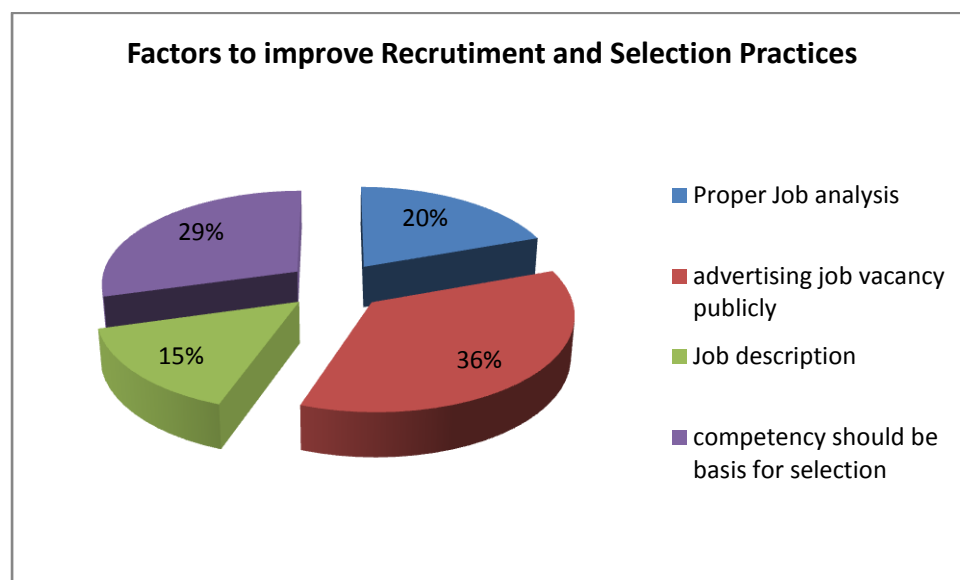
One major challenge identified to be frequently facing recruitment and selection practices in the Ghanaian construction industry is the poor human resource (HR) planning (RII=0.97). From literature, according to recruitment and selection practices survey report by Shella and Paul (1999), the top seven barriers to effective recruitment and selection of candidate (with the highest in descending order), poor human resource planning appeared first. In this report, it was added that ineffective planning of your human resource is as disastrous as a collapsing firm because the workers form the core of the business and the business represent the workers. Kaplan and Norton (2004), were also of the opinion that a common problem in recruitment and selection is poor HR planning.

Ineffective job analysis had RII of 0.84, which was also part of the Shella and Paul's (1999), report on the top seven barriers to effective recruitment and selection practices. The recruitment process consists of a job analysis and job description. In recruiting staff, the company must perform a job analysis to identify the requirements of the job. A job analysis is the systematic process of describing and recording information about job behaviours, activities, and worker specifications (Jackson et al., 2009). The job analysis is intended to bring out what the company needs and the required skills or abilities needed to carry out the job. It literally analyzes the job position available to be filled and gives the organization information about the particular position, the task or work involved. The analysis goes on to identify or recommend the necessary and required competence or knowledge in performing the job. A job analysis will help the company in recruiting the right caliber of people. Recruited employees will know what their required responsibilities are and the skills and expertise they need to accomplish tasks.

For the purpose of this discussion the 3<sup>rd</sup> ranked challenge to employee recruitment and selection is Competency level on the part of employee (RII=0.80). The aim of this factor is to buttress the assertion of Richardson's (2012), which states that acquiring high quality staff is critical to an organizations success. This is one of the biggest challenges confronting most management when it comes to worker recruitment and selection. The competence levels on the part most candidates or job applicants are usually not to expectation, low or do not meet criteria in anyway. Cost of recruitment and selection of employees (RII=0.79), Employer employee relationship (RII=0.77), Lack of human resource department (RII=0.73), Poor working condition of workers (RII=0.68), and among others as shown on *figure 4.7* are also identified barriers to employment recruitment and selection in the highest descending order.

#### 4.5 Factors to Improve Recruitment and Selection Practices

The researcher wanted to find out from respondents how recruitment and selection practices or processes for recruiting construction workers could be improved.



**Figure 4.8** *Factors to improve recruitment and selection practices*

**Source:** *Field survey, 2014*

Most respondents (36%) were of the opinion that all applicants should be given an equal opportunity of being selected and treated fairly while all favouritism and biases are eliminated to ensure that all get a fair chance of being selected and employed. Respondents further suggested that the public should be aware through advertisement for all to apply while at the same time given an equal opportunity. Another group of the respondent was of the view that Competency (29%) should be the utmost basis for employee selection.

Proper job analysis (20%) and job description (15%) spells out the descriptions of jobs to individual for them to know exactly what the job is (Werther & Davis 1989). Werther and Davis, (1989) further said, it is a written statement that explains the duties, working conditions and other aspects of a specified job to the potential employee. Usually most advertised jobs have no job description to specify the actual duties of the job and the working conditions. The purpose of jobs, duties and required skills and qualifications were not made available for candidates. New recruits do not find their comfortable levels in carrying out those functions when they are employed because they have no idea of their responsibilities. Hence, it was suggested that this important aspect should not be ignored.

#### **4.6 Conclusion**

In this chapter, the researcher found out that most of the respondents had 1<sup>st</sup> degree, 2<sup>nd</sup> degree and HND. The study revealed that more than 80% of these constructions firms did not have formal policy for recruitment and selection. However, there were other methods they mostly used for recruitment and selection. These are newspaper advert, internal recruitment, labour office, employee referrals and radio advert. Majority of the respondents also confirmed that the practices used affected their performance positively. Challenges encountered during recruitment and selection was ranked and ways to improve them were also identified and discussed from pages 56-59.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This part of the study presents summary of result together with conclusions of the analysis and recommendations made to address the main problems identified from the study in line with the objectives.

Summary of the main findings is devoted to the first part with regard to the objectives assigned to remind the reader of the achievements of the objectives. The succeeding parts deals with the conclusions of the analysis. A suggested performance appraisal structure and other specific recommendations made are also presented in this chapter.

#### **5.1. Summary of Findings**

The objectives of the study were to identify existing recruitment and selection methods adopted by construction companies in engaging workers, to determine which the recruitment and selection procedures influence the performance of workers, to identify challenges contractors encounter in the recruitment and selection of workers. Below are the findings obtained from the analysis of the data gathered from the survey conducted.

##### **5.1.1 Formal policy on Recruitment and Selection**

The study revealed that the construction industry did not have any formal policy for recruitment and selection. Most respondents constituting 86% confirmed that no formal policy was used. The few 14% who had the policy for recruiting workers added that the policy only allows for internal scrutinizing at all departments.

### **5.1.2 Recruitment and Selection methods by Construction Industry**

From the study sixteen (16) methods were identified as recruitment and selection media adopted by contractors in recruiting workers. Out of these sixteen mediums identified, the following six methods were ranked as the most frequently used method of recruiting and selecting of construction workers (in the highest order of merit). Newspaper advert, in-house (internal recruitment), labour office, employee referrals, radio advert and lastly internet recruitment.

### **5.1.3 Challenges Contractors Encounter in the Recruitment and Selection of Workers**

The following challenges were revealed during the study;

- a) Poor human resource (HR) planning,
- b) Ineffective job analysis,
- c) Competency level on the part of employee,
- d) Cost of recruitment and selection of employees,
- e) Poor working condition of workers.

### **5.1.4 Recruitment and Selection method, which influence workers' performance**

The study established that majority of the respondents constituting 63% of the population confirmed that the recruitment and selection practices in their respective firms helped them improve their performances. Odiorne (1984), stated that the result of effective recruitment and selection are the reduction on labour turnover, good employee morale and improves organisation performance.



## **5.2. Conclusion**

The overall aim of the recruitment and selection process should be to obtain at minimum cost the number and quality of employees required to satisfy the human resource needs of the company (Armstrong, 2006).

Following the analysis and findings, the subsequent conclusions drawn based on the objectives of the study include:

- Few organisations had existing formal policy for recruitment and selection of workers.
- The methods for the recruitment and selection of construction workers by contractors include internet recruitment, radio advert, television advert, newspaper advert, professional association(s), employment agencies, employee referrals, door to door, telephone, recruitment from school, job fairs, talent hunting, job proofing, in-house (internal recruitment), initial job offers and the labour office.

Out of these identified recruitment and selection methods, the most frequently used medium of selecting workers for reason of their respective merits are listed in the descending order of highly recognized method: Newspaper advert, in-house (internal recruitment), labour office, employee referrals, radio advert and lastly internet recruitment.

Hence, the management objective for recruiting workers despite the existing recruitment and selection policy must be re-looked at to avoid critical failure in-terms of recruitment purpose including undesirable levels of staff turnover and claims of discrimination from unsuccessful job applicants

- Out of the seventeen (17) barriers to the use of a choice of recruitment and selection method; the top six (6) ranked, in the highest order includes, poor human resource

(HR) planning, ineffective job analysis, competency level on the part of employee, cost of recruitment and selection of employees, lack of human resource department and poor working condition of workers.

### **5.3 Recommendations**

In view of the above conclusions drawn from the findings, the following recommendations were made to contribute to the practices of recruiting and selecting of construction workers by contractors. The integral benefits of the identified recruitment and selection practices cannot be overlooked; nevertheless, the following recommendations must be well noted.

- Although a good number of the respondents did not have recruitment and selection policy, to those who had it, a policy requiring recruitment and selection processes to engage the best person for the job on merit must be put in place. Ensure that workers of your organisation or any person engaged in recruitment or selection is aware of the policies and trained in how to interview and select in an unbiased fashion.

Organizations with no policy should adopt formal recruitment and selection policies in a better way. Formal recruitment and selection policies would help the firms in attracting internal and external candidates in filling any vacant position. Existence of formal policies can also improve the transparency and accountability in recruitment and selection. Policies should also be changed in course of time.

- Before any recruitment and selection method will be adopted, employers should conduct job analysis to determine job description, job specification, and job evaluation. Through proper job analysis, firms will be able to fix up the specific duties and responsibilities of

every employee. Job analysis will help in determining skills and knowledge to be possessed by the employees to hold various positions. It will also facilitate in providing effective compensation packages to the employees.

- In situations of internal recruitment, ensure that the job vacancy is communicated to all divisions of the workplace, intranet, notice boards, newsletter, team meetings etc. and include communication to those on leave to avoid any perception that the internal recruitment process is a formality – that is a preferred candidate has already been identified.

#### **5.4 Recommended areas for further studies**

From the literature review, a number of issues were identified and discussed from the concept of staff recruitment and selection to staff. Considering the fact, that recruitment is a complex practice. Further research can be made by enlarging the research sample size and more stakeholders involve for interview to form a basis to adjudge the recruitment style that have the highest positive impact in the construction industry.

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## APPENDIX

## Employee Recruitment and Selection in the Construction Industry in Ashanti Region

This is part of a MBA research project is looking at employee recruitment and selection in the Construction industry in Ashanti Region. It would be very much appreciated if you could complete this questionnaire as objectively as possible. The information given out is solely for academic purpose and would be treated as confidential.. Thank you for your cooperation and participation.

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

### Questionnaire for Construction Firms (Employer)

## Part I: Personal Data

1. Gender      ?                          Male [ ]                          Female [ ]
2. Age of respondent (in years) .....
3. Current position .....
4. Occupation/Profession .....
5. How long have you been working at your Firm?
  - a. less than 1 year [ ]
  - b. 1 – 5 years [ ]
  - c. 6 – 10 years  
[ ]
  - d. 11 – 15 years [ ]
  - e. 16 years and above [ ]
6. Which of the qualifications below do you possess?
  - a. HND [ ]
  - b. 1st Degree [ ]
  - c. 2nd Degree [ ]
  - d. Others .....
7. What type of industry does your organization participate in?

General Contractor [ ]	Owner Company [ ]	Design Management [ ]
Government [ ]	Consulting [ ]	Union Labor Organization [ ]
Project Management [ ]		



## Part II: Recruitment and Selection

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

a. Yes ☐ b. No ☐

9. If yes to above, briefly state the policy:

.....  
.....  
.....,,

10. When vacancies occur, are existing employees considered?

a. Yes ☐ b. No ☐

11. Are job vacancies made open to the public?

a. Yes ☐ b. No ☐

12. Which of these employee recruitment and selection processes identified in the study does your firm often use? using 1 to 5 scales,

*1=Not frequently used      2=Average used      3=Neither      4=Frequently used  
5=Most frequently used.*

S/No	Recruitment and selection method	Ranking				
		1	2	3	4	5
1.	Internet recruitment					
2.	Radio advert					
3.	TV advert					
4.	Newspaper advert					
5.	Professional association(s)					
6.	Employment agents					
7.	Employee referrals					
8.	Door to door					
9.	Telephone					
10.	Recruitment from school					

<b>11.</b>	Job fairs					
<b>12.</b>	Talent hunting					
<b>13.</b>	Job proofing					
<b>14.</b>	In-house (internal recruitment)					
<b>15.</b>	Initial job offers					
<b>16.</b>	Labour office					

13. Has the recruitment and selection practice of your organisation affected your performance?

Yes [ ]      No [ ]      Other [ ]

14. The underlisted are some identified challenges construction firms encounter in the recruitment and selection practices. Rank them using 1 to 5 scales,

1= Strongly disagree, 2 =Disagree, 3=Neither, 4=Agree, 5=Strongly agree

<b>S/No</b>	<b>Recruitment and selection method</b>	<b>Ranking</b>				
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1.</b>	Poor human relations planning					
<b>2.</b>	Competency level on the part of employee					
<b>3.</b>	Lack of experience of employer					
<b>4.</b>	Ineffective job analysis					
<b>5.</b>	Ineffective selection methods					
<b>6.</b>	Involvement of agents					
<b>7.</b>	Lack of awareness on the part of employees					
<b>8.</b>	Cost of recruitment and selection of employees					
<b>9.</b>	Low confidence level on the part of the employee					
<b>10.</b>	Low educational level of construction workers					
<b>11.</b>	Leadership					
<b>12.</b>	Lack of clear definition of job vacancy					
<b>13.</b>	Employer employee relationship					
<b>14.</b>	Inadequate information on the available vacancy.					
<b>15.</b>	Lack of human relations department					

<b>16.</b>	Poor working condition of workers					
<b>17.</b>	Location of available job.					

15. Please suggest initiatives that can improve the current recruitment and selection procedure used by your firm; aimed at retaining recruited workers?

- a. ....
- b. ....
- c. ....
- d. ....
- e. ....