

**INVESTIGATION INTO RECRUITMENT AND SELECTION
PRACTICES AT THE COUNCIL FOR SCIENTIFIC AND
INDUSTRIAL RESEARCH (KUMASI-BASED INSTITUTES)**

By:

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DECLARATION

I hereby declare that this submission is my own work towards the Master of Business Administration (Human Resource Management Option) and that, to the best of my knowledge, it contains previously published or 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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ABSTRACT

The effectiveness of an organization depends on the effectiveness of its employees. Without a high-quality labour force, an organization is destined to have mediocre performance. Recruitment and selection practices of an organization are one of the most critical functions human resource management practitioners should look at. Recruiting and selecting qualified labour force involves a variety of Human Resource Management activities. The main objective of the study was to investigate into the recruitment and selection practices at the CSIR (Kumasi-based Institutes). Using a case study approach, the study intended to also investigate into the specific objectives, that is, to identify policies on recruitment and selection at the CSIR (Kumasi-based institutes); to evaluate the recruitment and selection practices at CSIR (Kumasi-based Institutes); to examine the relationship between recruitment and selection. Both primary and secondary data were used obtain data for the research. The study found out that a greater number of employees CSIR (Kumasi-based Institutes) do not have knowledge about the recruitment and selection policy; that council used external recruitment sources to fill vacancies than the use of internal recruitment sources. It was also revealed that environmental factors such as legal, political, and socio-cultural factors normally influence the selection process. Based on the findings of the study, it was recommended that the recruitment and selection policy which is enshrined in the Conditions of Service should be made known and available to employees and if possible to job applicants. Another recommendation was that a study and trial should be made on using assessment centres to select candidates as it provides a greater chance for candidates to showcase their knowledge, abilities, and skills on the job, as it also gives the opportunity for interviewers to examine the candidates from different aspects so that it might avoid bias selectivity.

DEDICATION

I wholeheartedly dedicate this work to my dear daughter Daniella Nsiah-Agyei



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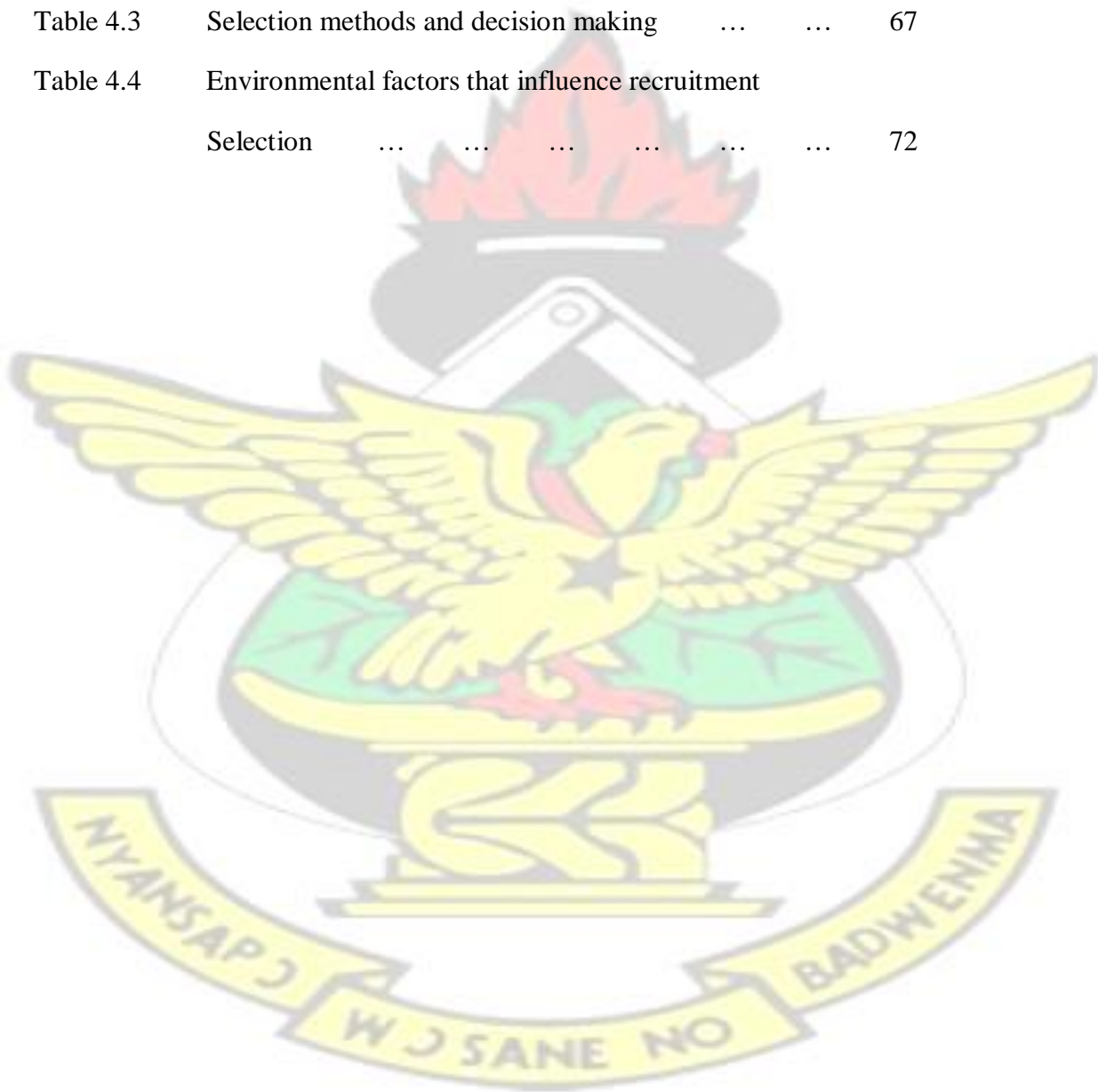
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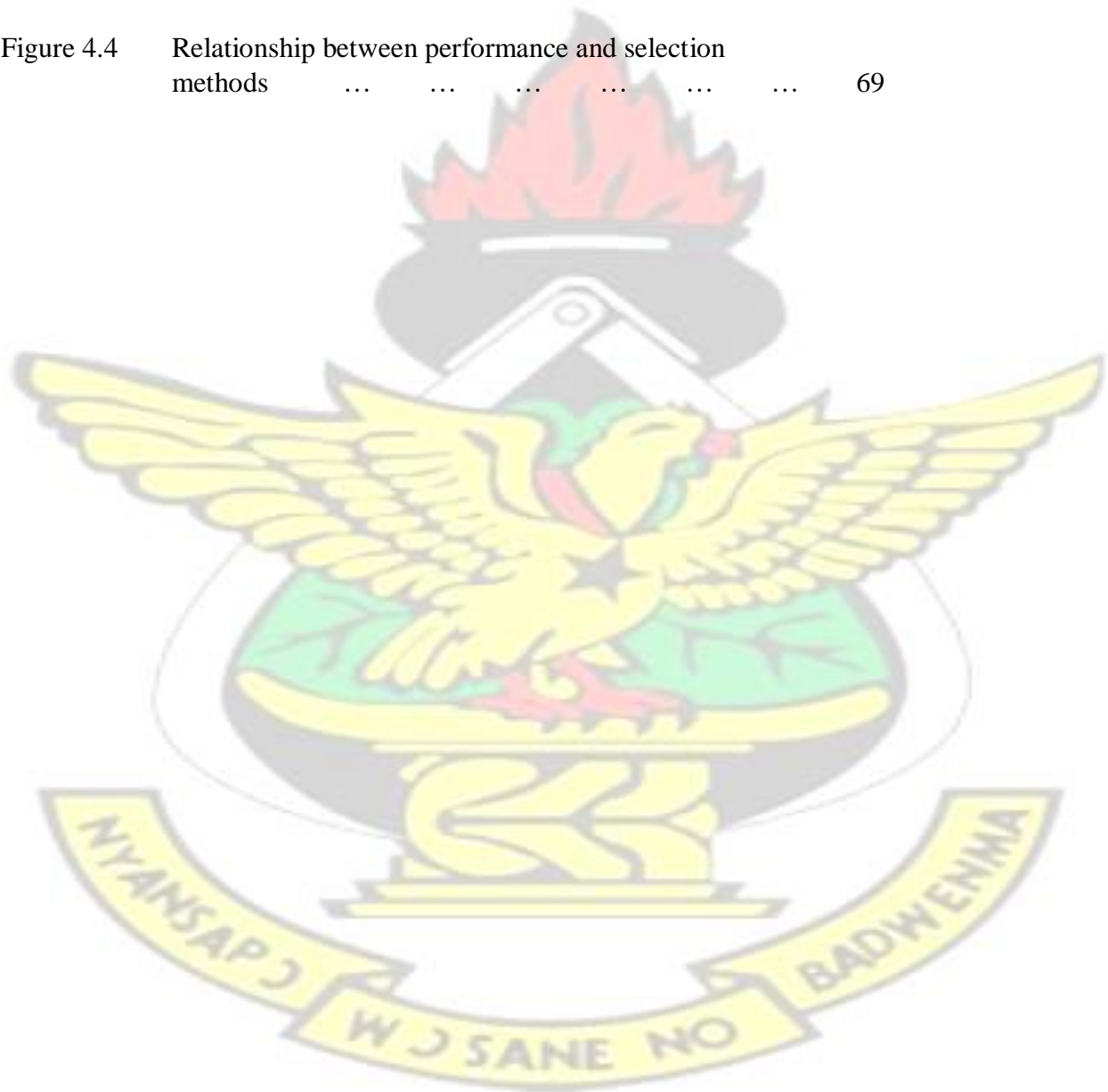


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CHAPTER ONE

INTRODUCTION

1.0 Background to the study

The need to adapt to rapidly changing situations requires organizations to recruit and select qualified individuals. Human resources are the most valuable assets of an organization. The success or failure of every organization is largely dependent on the caliber of the people working therein. Without positive and creative contributions from people, organizations cannot progress and prosper. In order to achieve the goals or perform the activities of an organization such as the Council for Scientific and Industrial Research, there is therefore the need to recruit people with the requisite skills, qualifications, and experiences.

To a great extent, the effectiveness of an organization depends on the effectiveness of its employees. Without a high-quality labour force, an organization is destined to have mediocre performance. For this reason the recruitment and selection practices of organization on its employees are a critical human resource management function. Recruiting and selecting qualified labour force involves a variety of Human Resource activities, including analysis of the labour market, long-term planning, effective reward systems, interviewing and testing. To Gatewood and Field (1990), a recent major concern of management has been the development of ways to increase the productivity of organization members. Many diverse methods have been introduced. There

are programmes that stress, for example, the improvement of communication, the proper use of rewards, and the redesign of work activities in order to improve performance.

An assumption of many of these programmes is that workers and jobs are suitably matched and that the purpose of the programme is to enable the worker to use his job talents more effectively (ibid). Stated another way, the assumption of many of these programmes is that the selection process of the organization has been successful in placing individuals in appropriate jobs, and the main concern now is to motivate these individuals to use their talents to the fullest. Stated either way, the importance of recruitment and selection in job performance is clear. It is the basis for the development of other programmes aimed at maintaining or increasing the productivity of employees. If employees do not have the appropriate talents for the jobs to which they are assigned, programmes to improve performance will be less than successful. In some cases, such programmes may actually increase the complexity of the job in order to provide an opportunity for higher levels of achievement and felt responsibility. If, however, a worker is poorly suited for the job, an increase in its complexity may make a difficult situation even worse. Gatewood et al (1996) confirms this by stating that an appropriate match between worker talents and job demands is frequently not achieved. However, at least most often recruitment and selection programmes can be used and improved fairly easily, to the success of the organization for which this study is undertaken.

The Institute of Personnel Management (1963) points out that human resources are one of the most valuable resources of an organization. Balance Sheets rarely show people as an asset, yet unlike equipment, buildings, and materials which depreciate over the years, employees actually appreciate in value. This fact has engaged the attention of top management, consistently over the last decade and is likely to do so in the foreseeable future. Human asset or human resource accounting starts from the premise that if a personnel manager is to be really effective, he must have a means for measuring the resource for which he is primarily responsible (IPM Booklet, 1963). The entry of Human Resource Accounting into the realm of managerial accounting was primarily due to the efforts of Rensis Likert in the late 1960s. In 1967, Likert published *The Human Organization: Its Management and Value*. This was the beginning of interdisciplinary efforts that many felt would ultimately enable firms to present reasonably accurate current values of the enterprises' human assets in financial reports. However, while computation of a firm's investment in human assets is difficult, the determination of the current value of a firm's human assets is even more complex; but it should be available for both management and investors. According to Bottomley (1990), employees of an organization are a valuable resource and have great potential if properly recruited, selected, trained, organized and motivated. As business organizations move further into the twenty-first century, it is becoming absolutely clear that the effective management of an organization's human resources is a major source of competitive advantage and may even be the single most important determinant of an organizations performance over the long term. Thus, levels of competition among organizations have increased. Most organizations today can copy technology, manufacturing processes, products, and strategy. However, human resource management (HRM) practices in organizations are difficult to copy,

thereby representing a unique competitive advantage. To be successful in the future, organizations will have to build organizational capability. Human resource professionals and human resource management practices will be required to create value by increasing organizational competitiveness. And, as with any process, the human resource management aspect of a firm starts with first, the recruitment, and then the selection process.

As part of the initial, yet possibly the most crucial HR function, recruitment and selection is part of the general management function of staffing and plays a major role in ensuring the implementation of strategies (David, 2003). According to Sims (2002), recruitment is the process of discovering, developing, seeking and attracting individuals to fill actual and/or anticipated job vacancies and has three general purposes to fulfill job vacancies, to acquire new skills, and to allow organizational growth. Sims (2002) identifies some factors that affect the recruiting efforts including organizational reputation, attractiveness of the job, cost of recruiting, recruiting goals, and recruiting philosophy. These factors are deemed essential in hiring the best individuals for the job. Selection, on the other hand, is the partner of recruitment and directed to the attainment and accomplishment of goals (Boxall and Purcell, 2000). An effective selection process decreases the possibility of wasting financial resources in various HR activities such as repetitive training and documentation. The current conditions of the labor market necessitate organizations to undergo changes and utilize various job recruitment and selection methodologies (Butcher and Clarke, 2003). Each organization has a distinctive recruitment and selection system, wherein the

applicants are subjected to both the basic criteria of an employee and the specific criteria for the job description.

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This paper discusses both, and touches on the most essential issues revolving around them.

Harker (1997) states that a poor recruitment decision can cause an employer an amount equal to 30% of the employees first year earnings. Bratton and Gold (2003) continuously say that organizations will need to ensure effectiveness of their recruitment and selection procedures, since they might be critical in decision-making processes for organizations.

This study seeks to investigate the recruitment and selection practices in the Council for Scientific and Industrial Research (CSIR) Kumasi-Based Institutes, that is, the Building and Road Research Institute (BRRI), Forestry Research Institute of Ghana (FORIG), Crops Research (CRI) and Soil Research Institute (SRI), having understood that effective recruitment and selection practices leads to high performance and increased productivity. The CSIR as a scientific research institution with thirteen research institutes requires an acceptable and effective recruitment procedures that may attract competent qualified candidates who can be hired and retained to deliver scientific research for the country Ghana, as every country's development backbone is dependent on its scientific researches. The study also looks generally to the unfair recruitment and selection practices that lead to inefficiencies in many organizations as a result of corruption, nepotism, favouritism, and the famous whom you know becoming a negotiated order in our societies.

1.1 Problem statement

Effective recruitment and selection practices mean the difference between an organizations success or failure. Differences in skills among job candidates translate into performance differences on the job that have economic consequences for an organization. It had been observed that even though the Council for Scientific and Industrial Research has a general recruitment and selection policy stipulated in its conditions of service, some of the institutes under the council do not adhere to the specified policies, which has led to underperformance, nepotism, culture of impudence from political and socio-cultural factors that affect the recruitment and selection practices of the Institutes. Therefore, the study seeks to look into standardized recruitment and selection policies, and practices that identify job applicants with the appropriate level of knowledge, skills, abilities (KSAs) and other requirements needed for successful performance in a job or an organization.

1.2 Objective of the study

The study intends to investigate into the recruitment and selection practices at the CSIR.

Specifically, the study would address the following objectives

- To identify policies on recruitment and selection at CSIR (Kumasi based Institutes).
- To evaluate the recruitment and selection practices at CSIR (Kumasi based Institutes).
- To examine the relationship between recruitment and selection methods and employee performance.

- To determine the effects of environmental factors (political and socio-cultural pressures) on the mode of recruitment and selection.

1.3 Research questions

The study seeks to ask the following questions:

1. What is the recruitment and selection policy of the CSIR?
2. How effective is the recruitment and selection practices at the CSIR (Kumasi-based Institutes)?
3. How do the recruitment and selection methods affect employee performance?
4. What are some of the environmental factors that affect the recruitment and selection process?

1.4 Significance of the study

The study is to provide information on the various methods and procedures of recruitment and selection that may be used to achieve organizational objectives. The study will reiterate the need for the Building and Road Research Institute and the other three CSIR institutes in Kumasi to follow the due process in attracting and retaining potential employees. This recruitment and selection process will set out the possible practices of ensuring that the best qualified people are recruited on merit and that the process is free from bias selectivity, nepotism and discrimination.

It will also serve as a useful instrument in analyzing the policies of recruitment and the environmental factors that affect the standard practices of the HR functions. As every country's development backbone is dependent on its scientific researches, the study also looks generally to the unfair recruitment and selection practices that lead to inefficiencies in many organizations as a result of corruption, unfair discrimination, and the famous whom you know becoming a negotiated order in our societies and that may ineffectively influence the socio-economic development of Ghana. Finally, the study will also serve as an existing literature for researchers with similar research objectives. It will also be a material of reference in issues concerning the recruitment and selection as an HR function in all organizations irrespective of the sector within the economy.

1.5 Scope of the study

The study was undertaken at the four scientific research institutes of the CSIR in Kumasi. The work covered the main areas of the institutes' recruitment and selection practices. These areas included the recruitment and selection policies and factors that affect the recruitment and selection process. The study will focus on the of primary and secondary research data. Primary research will be conducted using anonymous questionnaires that will be sent to a stratified and randomly selected administrators/management and staff/employees of the four under studied institutes. The questionnaires will be used to collect quantitative data and the interviews will be used to collect qualitative data.

1.6 Overview of research methodology

The entire population of the CSIR constituted the population for this study. However, seventy-nine (79) respondents were selected as the sample size. The study intends to depend on both primary and secondary data. Primary research will be conducted using anonymous questionnaires that will be sent to randomly selected employees. The researcher will also be conducting focus group interview with directors and administrators of the institutes. The questionnaires will be used to collect quantitative data and the interviews will be used to provide qualitative insights into the data collected.

The primary source of data will come from the researcher-made questionnaire and interview questions. The primary data frequently gives the detailed definitions of terms and statistical units used in the study. The secondary sources of data will come from published articles from social science journals, theses and related studies on human resource management. Acquiring secondary data are more convenient to use because they are already condensed and organized. Moreover, analysis and interpretation are done more easily. The researcher intends to use quantitative analysis where statistical tools such as the Statistical Package for Social Sciences (SPSS) would be employed to interpret graphically statistically. Qualitatively, the analysis would be concerned with subjective assessment of attitudes, opinions and behaviours of respondents.

1.7 Limitation of the study

Like all research studies, this study encountered some challenges. First and foremost, the time frame for the study was rather too short. The issue of financial constraints also cropped up. The cost of printing, distribution and collection of questionnaires imposed a financial burden on the researcher as a student. Another limitation was the unwillingness of some respondents to disclose vital information like, their social networks, requisite qualification, which they perceived as uncomplimentary. I was however, able to convince that whatever information given would be treated with utmost confidentiality

1.8 Organization of the study

The study is consisted of five chapters. Chapter one is the introductory stage, which involves the Background to the study, problem statement, objectives of the study, significance of the study, limitation, etc. Chapter two presents the review of related literature on recruitment and selection, policies and procedures for the implementation of standardized recruitment and selection practices. Chapter three comprises the research methodology, that is, how data was collected, the methods and instruments used to analyze the data for further research activities. The chapter four analyzes the research findings by the use of statistical package for social science. The final chapter will present the summary, conclusion and recommendation.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The success and failure of every organization depends on its human resources. This buttressed by Beach (1985) that human resource of most organizations are viewed as their most important asset. The success or failure of the organization is properly determined by the caliber of its workforce and by the efforts the workforce exerts. Therefore the policies and programmes an organization adopts to meet its manpower needs are of vital significance (Beach, 1985). As a result of globalization and enhanced customer expectations in today's business environments, competitions among organizations have become more intensive (Newell, 2005).

In order to respond, organizations need to attract and retain high-quality individuals who can respond effectively to this changing environment (Newell, 2005). Smith and Graves (2002) confirms that, if wrong personnel are hired for certain jobs, they will not contribute to organizational success, and may even damage the organization in terms of lower productivity potential loss of clients, training costs, advertising costs, recruitment fees and redundancy packages. Often the analysis of manpower needs reveals a shortage of specific skills such as certain specialized engineers, scientists, or middle-level managers. In such cases, the personnel executive must identify potentially good sources of supply and then efforts must be made to attract likely candidates to the organization. The selection programme should be professionally designed

and among other considerations, special care should be taken to ensure compliance with equal employment opportunity regulations.

2.1 The Concept of Human Resource Management

The concept of Human Resource Management (HRM) has attracted a lot of attention from academics and practitioners alike since it first emerged in the mid-1980s. The former often suspect both the practicality and morality of HRM. The latter have often absorbed some if not all the HRM philosophy and attempted to put it into effect with varying degrees of success for various good and bad reasons. For example, they genuinely believe that this is the right approach to managing people; it accords what is happening to organizations in the firm if the need to be competitive, to add value and to be managed efficiently; or simply this is a new idea that has been packaged attractively by writers or consultants (Armstrong, 2000)

Human Resource Management is commonly used in both generic sense simply as a loose synonym for personnel management and in a more specific way when it is intended to denote the adoption of a particular kind of approach to managing labour. It is when this second usage is adopted or implied that the label becomes interesting. In the words of Storey (1997), current fascination with the term stems from the idea that it may be used as the signifier for the (possibly interconnected) web of recent managerial initiatives with regard to employee relations and indeed the whole

management of the human side of enterprise which are frequently reported as leading edge cases in management journals and, from time to time in the national press.

So what are the hall marks of this particular approach and, furthermore, is it better than those which have preceded it? There is, in fact, no agreed definition of Human Resource Management but a constellation of elements can be constructed which in broad terms, reflects what may commentators seem to want to signal by their use of the phrase. Perhaps the key point is that, whatever the finer details, it suggests a decisive break with the emergence. Conventional wisdom of post-Donnovan proceduralism (Donnovan, 1968), that is, the prescription to formalize rules, agreements and relationships which had erstwhile been informal are in the case of the United States, break a with a long-standing new ideal forged in Roosevelt years (Kochan et al, 1986). As an Ideal Type it may be suggested that the main pillar of the new approach are four-fold. First, that the sense of direction for the way in which the human resource is to be managed stems, quite explicitly, from the corporate strategy. In other words, human resource management is supposed to be better integrated both internally in the sense that selection, appraisal, reward systems and so on are in greater alignment than was typically the case under conventional personnel and industrial relations management; and externally in the sense that the whole philosophy or approach is in emergent from the business plan (Storey, 1997).

A second feature is that the objective is to elicit the commitment of employees and not merely secure their compliance. Third, that the means of so doing are seen as attainable through a more

systematic and careful approach to recruitment, selection, performance appraisal, training and development, reward and communication. That is, managerial attention is fundamentally shifted from reliance on collective forms of accommodation with labour to more individualistic ones. Finally, unlike personnel management and industrial relations, human resource management is owned by line managers and not by personnel specialist. This, in itself, might be presumed that to foster the integration required to above. Taken together, these four features might be expected to strategic and long-term approach to labour management in contrast to the short term, ad hoc, pragmatic approach which has been noted as characteristic of most personnel and industrial relations management in the British context (Purcell et al, 1983; Thurley, 1981). The complaint about the ancient regime was that it was marked by firefighting that is, it was too reactive; the new order is supposedly quintessentially proactive. In so far as management in recent years would appear to have been not only in a position to, but in actuality to have, taken the initiative then to this extent at least there would be some grounds for believing that there has been some measure of change.

Nonetheless, there is considerable scepticism surrounding human resource management. At one level, this merely arises out of ill-informed comment. Human resource management is thought to be merely about quality circles and other flavour of the month initiatives (though, incidentally, it would be wrong to think that all quality circles are of this ilk). On a more serious plane, there is ample scope for doubt when the prescriptive, idealized statements concerning human resource management are set alongside similar earnest statements that have frequently been made about

personnel management. Legge (1998) has undertaken just such an exercise and having systematically compared sets of prescriptions finds little cause to declare a new dawn. Legge (1989) constructs what is undoubtedly the most convincing critique of the celebratory tone often found surrounding this concept and the associated excellence literature (Peters et al, 1982; Goldsmith et al, 1984).

2.2 Human Capital

In the economics literature, human capital refers to the productive capabilities of people (Berker, 1964). Skills, experience, and knowledge have economic value to organizations because they enable it to be productive and adaptable; thus, people constitute the organizations human capital. Like other assets, human capital has value in the market place, but unlike other assets, the potential value of human capital can be fully realized only with the co-operation of the person. Therefore, all cost related to eliciting productive behaviours from employees including those related to motivating, monitoring, and retaining them constitute human capital investments made in anticipation of future returns. Bontis et al (1999) define human capital as the human factor in the organization, the combined intelligence, skills and expertise that gives the organization its distinctive character. The human elements of the organization are those that are capable of learning, changing, innovating and providing the creative trust, which if properly motivated can ensure the long-term survival of the organization.

Organizations can use HRM in a variety of ways to increase their human capital. For example, they can buy human capital in the market by offering desirable compensation packages or make it internally by offering extensive training and development opportunities.

2.3 Human Resource Planning

It is not enough to understand what we ought to be, unless we know what we are; and we do not understand what we are, unless we know what we ought to be once said by T. S. Eliot (a report to the President of the USA). Planning is knowing where one stands and where one wants to go. Human resource planning has been a function of management since the origins of the modern industrial organization. Economists Alfred Marshall observed in 1889 that the head of business must assure himself that his managers, clerks and foremen are the right men for their work and are doing their work well. Division of labour, specialization, organization of management into levels, work simplification and application of standards for selecting employees and measuring their performance were all principles applied early in industrial management. Manpower is a decision taking resource. This is increasingly its most important characteristics. Yet it has often been overlooked in the past and some managers outlook it now a company is merely a dusty legal framework. All its assets overt or hidden, are mostly inanimate, even intangible objects, only people can breath life into business and bring about the profitability exploration of the term firms assets.

Mathis et al (2007) argues that human resource planning is a process of analyzing and identifying the need for availability of human resources that the organization can meet its objectives. The

focus of human resource planning is to ensure the organization has the right number of human resources, with the right capabilities, at the right time and in the right places. In Human Resource Planning, an organization must consider the availability of and allocation of people to jobs over long periods of time, not just the next month or even the next year. Mathis et al (2007) in furtherance states that Human Resource Planning must identify the knowledge, skills, experience, and other characteristics affecting the capabilities of employees for current and future jobs.

As defined by Bulla and Scott (1994), human resource planning is the process of ensuring that the human resource requirement of an organization are identified and plans are made for satisfying those requirements. Human resource planning is based on the belief that people are an organizations most important strategic resource. It is generally concerned with matching resources to business needs in the longer term, although it will sometimes address short term requirements. Liff (2000) comments that human resource planning is derived from a rational top-bottom view of planning in which well tested quantitative techniques are applied to long term assessments of supply and demand. Liff (2000) notes that, there had been a shift from reconciling numbers of employees available with predictable stable jobs, towards a greater concern with skills, their developments and deployment. Armstrong (2006) outlines that there are three clear reasons why organizations should plan for their human resources, which are Forecasting future people needs (forecasting); Forecasting the future availability of people (supply forecasting); and Drawing up plans to match supply to demand.

Robbins et al (1995) also defines Human Resource Planning as where an organization is in the process of defining its human resource needs they explain further that, it is one of the most important elements in a successful human resource management programme, because it is the process by which an organization ensures that it has the right number and kind of people, at the right place, at the right time, capable of effectively and efficiently completing those tasks that will help the organization to achieve its overall objectives. Pilbeam et al (2006) assert that human resource planning is a systematic and continuing process of analyzing an organizations human resource needs under changing conditions and integrating this analysis with the development of human resource policies, appropriate to meet those needs. It goes beyond the development of policies on an individual basis, by embracing as many aspects of managing people as possible with a key emphasis on planning to meet the skill and development needs of the future. Human resource planning goes through a process and since by the definition, it is continuous, it becomes a cycle, not a one stop action. The process entails, initial analysis and investigations into the internal as well as the external labour market taking into account, the corporate capabilities and strategy of the organization. Both qualitative and quantitative balances are considered when forecasts are made on the demand and supply of the labour market. Plans are then put in place with regard to organization, structure and development, recruitment and selection, pay and reward system, retention, health and safety, training and development.

2.3.1 Significance of HR Planning

Manpower/Personnel Planning has to deal with the systematic and continuous process of analyzing an organizations human resource needs under changing conditions and developing personnel

policies appropriate to the longer-term effectiveness of the Institute. It also ensures that plans are made for the recruitment and engagement of re required, optimum and quality of workforce for the present and the future. Human Resource Planning ensures the attraction and retention of people required with the appropriate skills, expertise and competencies. It anticipates the problem of potential surpluses or deficits of people. It develops a well trained and flexible workforce, thus contributing to the organizations ability to adapt to an uncertain and changing environment. It reduces dependence on external recruitment when key skills are in short supply by formulating retention, as well as employee development strategies. It improves the utilization of people by introducing more flexible systems of work. It designs methods of measuring labour turnover, its incidence and costs (Armstrong, 2006).

2.4 Recruitment and Selection Defined

Throughout the end of the twentieth century and into the start of the twenty-first, scholars and practitioners have argued that firms are in a war for talent, and that the firms that are best able to attract and retain employees will be in a position to outperform their rivals (Michaels et al,2001; Woodruffe, 1991). In a global economy, companies are seeking new growth opportunities and hiring new staff at a pace to help them achieve this growth. At the same time, labour markets are beginning to shrink as the baby boom generation employees begin to retire and are replaced by a reduced supply of younger workers. In the midst of their function, including recruitment and selection, has emerged as arguably the most critical human resource function for organizational survival and success.

Firms across a wide range of sectors and especially those in knowledge-based industries (financial services, high technology, pharmaceutical) are finding themselves engaged in fierce and continuing battles with their competitors for the recruitment of the best and brightest new hires. Further, because of the increasing importance of employees in driving competitive advantages (Collins and Smith, 2006), mistakes in selection have potentially catastrophic consequences for organizational success and survival. Across all industries, individual employees must possess the requisite mix of skills, aptitudes, motivations, and so on, that will enable their firms to compete effectively and create competitive advantage in their given market space and to help their organization adapt to future unknown challenges. For many organizations, recruitment and selection have become essential tools in ensuring that they have the human resources necessary to achieve their current strategic direction, and to continue innovating and growing in the future.

Pilbeam et al (2006) explained that, recruitment and selection are components of the same system or process, that can also be considered separately, though they are not mutually exclusive functions. They define recruitment as a process which aims to attract appropriately qualified candidates for a particular position from which it is possible and practical to select and appoint a competent person. They defined selection as a process which involves the application of appropriate techniques and methods with the aim of selecting, appointing and inducting a competent person(s). A system approach to recruitment and selection is based on the idea that systems have inputs, a processing unit and outputs. The processing unit contains the recruitment

and selection sub-systems. The inputs are the candidates; the processing unit consists of various techniques, and the outputs are either effective employees or candidates who return to the labour market. The candidates who return to the labour market are either rejected by the organization or chose to exit from the recruitment process. The system is subject to considerable external influence, for example, the legal framework, the economic situation, social and demographic change, competitive activity and labour market characteristics (Pilbeam et al, 2005).

The recruitment and selection is the major function of the human resource department and recruitment process is the first step towards creating the competitive strength and the strategic advantage for the organization. Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews and requires many resources and time.

2.5 Recruitment Process

According to Flippo (1984) recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization. Recruitment is the activity that links employers and the job seekers. Recruitment is considered as the process to discover sources of manpower to meet the requirement of staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient workforce. Further research explains that recruitment of candidates is the function preceding the

selection, which helps create a pool of prospective employees for the organization so that the management can select the right candidate for the right job from this pool and the main objective of recruitment process is to expedite the selection process. However, there are some internal and external factors that affect the recruitment process of an organization. Some of the internal forces are recruitment policy, human resource planning, size of the firm, cost of recruitment, growth and expansion, whilst the external forces are supply and demand, labour market, image/goodwill, political-social-legal environment, unemployment rate, competitors. According to Holbeche (2009) a well-designed recruitment process can attract good candidates and give the employer useful indications of future performance.

2.6 Job Analysis

Krishnamurthi (2006) defines job analysis as the process of determining by observation and study, the tasks that comprise the job and the skills, knowledge, abilities, and responsibilities required of the worker for successful performance. A job analysis is a written statement about the tasks, duties, activities, and results associated with a given job. The particular purposes of job analysis an organization wishes to attain help determine the information to be gathered. For example, information on personnel requirements can be used to help determine the organizations training needs (Krishnamurthi, 2006). In addition, the level of detail in the job analysis may reflect characteristics of the organization as well as the job. Thus, some positions may be described in more general terms than other positions. Relatively stable positions can also be described in more

detail than positions that are changing rapidly. The major purpose of job analysis also helps determine the methods for collection of relevant information. Armstrong (2006) states that, job analysis defines those tasks or duties to produce a job description. Michael Armstrong further presents that job analysis spells out exactly what job holders are required to do. It gives people the opportunity to say it is not in my job description, meaning that they only feel they have to do the tasks listed there.

In an organization, the planning activities of management and HRM determine many employment decisions such as planning business expansions, hiring employees, appraising employees job performance, training and developing employees, promoting or rewarding employees and many other functions. Getting legitimate, job-relevant information to improve these decisions for present and anticipated job in the organizations the process of job analysis (Macky Johnson, 2003). Macky et al (2003) present that job analysis is essential to employment decision making, because it describes what tasks and attributes the worker must have in order to do the tasks. Job analysis is examined at two levels; the behavioural requirements or tasks of the job and the knowledge, skills, abilities and other attributes (KSAs) needed to perform those tasks (Macky, 2003). Levine (1983) noted that there are eleven (11) different objectives in the HR field in which information on jobs and tasks is used and because of this large amount of objectives, there is no one way to cater all of them. Job analysis is purposive because it is considered as framework for human resource decision making and strategic planning. In the recruitment and selection process, it is the stage of acquiring a competent and competitive workforce through identifying specific attributes suited for a

particular position based on two identified levels behavioral requirements or tasks and the knowledge, skills, abilities (KSAs) and other person attributes needed to perform the given tasks. The HR Department will be able to come up with a job posting characterized by specific information that provides descriptions and qualifications for a particular vacancy. In airline industry especially on the case of low-cost carriers, competition is intense and coping up with this means getting the highly competent and competitive people to work for the achievement of organizational goals. More so, job analysis is a distinct yet complementing mechanism that directs management on who to hire from the array of applicants to occupy that specified job position.

The main steps in job analysis occur before and during or even after the initial HR functions. These steps, according to Chang and Kleiner (2002), include identifying and isolating of component tasks in a job; examining how tasks are performed; identifying the main areas of responsibility; noting the prevailing working conditions in respect of the physical, social and financial aspects of the job; and identifying the personal demands which job makes on an individual incumbent. Applying the steps in job analysis in the most effective way possible is tantamount to stronger and more competent and competitive workforce. If the HRD is able to define the needed job position, it is ensured that the best applicants will be retained. Meanwhile, job analysis will also facilitate the identification of specific categories of jobs. To summarize the importance of job analysis to recruitment and selection process, it emphasizes on the principle that every work needs to be done (that is, tasks and duties) requires specific kind of people possessing the key qualifications (KSAs or core competencies) to accomplish the work. On the aspect of pay systems, the HRD should

provide competitive remuneration package for specific job categories. McCormick et al, (1992) suggest that two methods used in job analysis are the Position Analysis Questionnaire (PAQ) and the Functional Job Analysis (FJA). Each method uses a different technique in its analysis. The position Analysis Questionnaire uses the workeroriented technique and the FJA, the job-oriented technique. Each technique produces a different type of information and the purpose of the job analysis will usually decide which method is used (Nankervis et al, 1999).

2.6.1 Role Analysis

After identifying the vacancy available in the organization the next stage in the recruitment process is writing a job description of the job to be filled and drawing up a list of requirements for the successful candidate.

The writing of a job description enables the recruiter to know exactly what the purpose, duties and responsibilities of the vacant position would be and its position within the organization structure, as well as being used as the basis for the personnel specification, and advertisement.

The job description has relevance in training and development, job evaluation, and performs an appraisal (Beardwell et al, 1994).

Beardwell et al (1994) states that, though job description is useful in the recruitment and selection process, it is however, associated with several problems, for example, the writing of the job description is time consuming, especially if a system for job analysis is not already in place. There is the need to gain information and agreement from a variety of parties, for example, a boss, current job holder, colleagues and an observer, to know the nature and actual duties and responsibilities involved.

Job descriptions cover the details of the effective activities that should be found in a particular job. Job description are usually fairly short documents outlining the priority duties and responsibilities of the job. Some may go beyond the purely functional aspects of the job and include such information as hours of work, pay structure, lines of communication, with bosses, peers and staff and other conditions that are frequently also included in the contract of employment (Rae, 1997). Rae (1997) argues that if a job description exists, the omission of significant sections may be a first indication of the problems, for example, everybody needs to know the direction and extent of their lines of communication and responsibilities, without this information the job becomes more difficult and frustration and errors can emerge. If the worker does not know to whom they should rightly communicate certain facts or other information that comes their way in the line of duty, this possibly vital information may not be passed on at all. If lines of responsibility are not clear, conflicting demands by several people may confuse the jobholder to the extent that either nothing is done or the most important task is neglected (Rae, 1997).

2.6.2 Person Specification

Kleynhans (2006) defines job specification as a document containing the minimum acceptable qualifications that a person should have to perform a certain job. It includes things like educational requirements, experience, personality traits or characteristics, and physical abilities.

These qualifications are often grouped into three categories Knowledge, Skills, and Abilities. Knowledge is the body of information in a particular subject area that the employee needs to be able to perform the job efficiently, however, different jobs require different amounts and types of knowledge to perform a job. Skills include capabilities used on the job that can be seen directly by someone watching the employee. Since 1994 there have been many changes in South Africa with a lot of new legislation regarding equality. In order to support equality, skills are likely to become more important than formal qualifications in the future. Previously disadvantaged people may not have formal qualifications, but they may have certain skills needed in the work place. Abilities refers to any mental or physical activities that a new employee must be able to perform. Any KSAs the employee has but which are not necessary to perform the job do not need to be included in the job specification. KSAs are most useful in making decisions regarding personnel, such as selection, training and performance evaluation (Kleynhans, 2006).

Taylor (2002:101) advocates that the second piece of documentation that is derived from the job analysis process is the person specification. Here the emphasis is not on what the job involves but on the attributes that are required of some, one aspiring to fill the role. Effectively person specification lists the criteria the organization proposes to use in short listing and selection and individual to fill the job concerned. Typically, person specifications include information under a

number of headings such as skills, knowledge, personality attributes, education, qualifications and experience (Taylor, 2002). Where the hours of work deviate from standard patterns or where the work is carried out on a number of sites, the ability and willingness to meet these requirements will also be included. It is also common for items in the person specification to be divided into desirable and essential characteristics. An advantage of the way in which each attribute that is required by a jobholder is scored in terms of its significance to the achievement of each job task. These scores can then be added up to produce a list of attributes in rank order, providing a straightforward and objective means of establishing which are essential and which are desirable. However, in order to ensure an accurate outcome it is necessary to weight the tasks or duties according to their relative significance in the job. Otherwise attributes of relatively minor importance can easily be given undue performance (Taylor, 2002).

2.7 Attracting the Right Candidates

Displaying an advertisement in a suitable place is generally seen as being the main way to attract applicants for a vacant post. The appropriate place could be a job centre, a newspaper or trade journal. Sometimes the existence of a vacancy is publicized by asking existing staff if they know of anyone, or requesting them to tell their friends and family about it. Dale (2003) argues that employers should not overlook the expectations of the people it wants to attract. While employers offer employment, the people whose skills are in demand are also able to say no to offers of employment, that is, they are clearer about their expectations and requirements from a job and an employer, and they are aware that the final step is not the offer of an appointment, but the decision

to accept. As a result of these changes, Dale (2003) further states that the traditional approaches to recruitment need to be reviewed and their effectiveness assessed against different criteria. Increasingly, from the job seekers point of view, what is being advertised is more than a job with a salary attached. It forms a considerable part of their working life as they want rewards in addition to money. They seek interesting work, good colleagues, respect from their bosses, career development opportunities and all other things. Thus the way in which the job is advertised and where it is placed need to reflect these expectations. However, care is needed to ensure that what is being advertised is an accurate representation of the job.

2.8 Sources of Recruitment

Recruitment has to be done go get the right type of manpower needed. There are various techniques or sources to recruit people, but each of such technique has to be evaluated properly by maintaining records of the success or failure of various techniques regarding the different types of employees recruited. There are mainly two source of recruitment which are effective internal sources and external sources.

2.8.1 Internal Sources of Recruitment

The main sources of candidates are from within the organization other things being equal in terms of suitability for the job (Armstrong, 2001). Internal recruitment by Mathis et al (2004) is the act of tapping into the organizations existing or present employees in the form of job postings a system in which the employer provides notices of job openings and employees respond by applying for

specific openings; promotions and job transfers where many organizations choose to fill vacancies through promotions or transfers from within whenever possible. Although most often successful, promotions and transfers from within have some drawbacks as well. The persons performance on one job may not be a good predictor of performance on another (Mathis et al, 2004).

Bloisi (2007) also confirms that internal recruitment methods involve creating a pool of applicants to fill a vacancy from current employees, that is, the organization operates from its own source of supply. Research suggests that, as a matter of course, most commercial employers attempt to fill vacancies from within their organizations before they consider looking for people outside. The Chartered Institute of Personnel and Development recruitment survey (2004a), for example, found that 84% of United Kingdom organizations surveyed looked to internal applicants in the first instance. They did so by using such methods of communication as internal e-mail or intranet (69%), notice and bulletin boards (68%), team meetings (18%), then staff newsletters or magazines (14%), and by memos, circulars and direct approaches. Former employees and applicants represent another source for recruitment. Both groups offer a timesaving advantage because something is already known about them. Seeking them out as candidates is known as *rerecruiting* because they were successfully recruited previously. Former employees are considered an internal source in the senses that they have ties to the employer; sometimes they are called “boomerangers” because they left and came back.

Another reliable internal recruitment source is the current-employee referrals. People who are to fill vacancies is composed of acquaintances, friends, and family members of current employees. The current employees can acquaint potential applicants with the advantages of a job with the company, furnish e-mail and other means of introduction, and encourage candidates to apply. Word-of-mouth referrals and discussions can positively aid organizational attractiveness and lead to more application decisions by those referred (Hoye and Lievens, 2009). However, using only word-of-mouth or current-employee referrals can violate equal employment regulations if protected-class individuals are underrepresented in the current organizational workforce.

2.8.2 External Source of Recruitment

Even when the overall unemployment rate increases, numerous jobs and/or employer still face recruiting challenges. External recruiting is part of effective HR staffing. Regardless of the methods used, external recruiting involves some common advantages and disadvantages. Some prominent traditional and evolving recruiting methods are the media sources such as the newspapers, magazines, television, radio, and billboards, labour unions, competitive recruiting sources, employment agencies, job fairs and creative recruiting have been widely used in external recruiting (Mathis et al, 2010).

2.9 Selection Process

The purpose of selection is to match people to work. It is the most important element in any organizations' management of people simply because it is not possible to optimize the effectiveness of human resources, by whatever method, if there is a less than adequate match. Well-designed organizations cannot excel by the quality of design alone, neither praise nor pay can motivate people to perform beyond capabilities, and the best training programme cannot make a silk purse from a sow's ear. Without the basic match of people and work, it will not be possible to gain a proper return on all the other investment in human resource programmes. Work is more than the range of tasks and activities undertaken; it includes the physical, economic, and social environment in which the activities take place Gareth (1997).

In the twentieth century, selection has been primarily concerned with matching people to specific jobs. In the twenty-first century the importance of flexibility and the rapid pace of change make it more important to look at matching work in the wider context. It becomes necessary, in assessing people, to look beyond the skills for the specific job in hand, and to look at the potential range of matches for the person, be it future work, mobility in and out of the organization, interaction with wide range of potential colleagues, and fit with current and social environment of customers, suppliers, culture, etc. and the physical environment, particularly technology.

Mintzberg (1994) has said that strategy is the stream in which range of disparate activities takes place. In that vein, selection is often strategic; a range of activities is undertaken in the general stream of finding people to fill a role. Effective selection is more akin to a total quality approach, in which measurement is a vital tool, the specification is clear and all activities carefully orchestrated to play a specific part in a grand design in which the whole is greater than the sum of the parts. The key elements in selection are a clear and precise specification, effective use of multiple techniques, elimination of redundant processes, measurement, and evaluation and continuous improvement.

The traditional selection process, or classic trio as it has been called by Cook (1993) and more recently by Taylor (2002, 2005), describes the combined use of three methods of selection application forms, interviews and references. References play an important role but subsidiary role, operating as either an information and evaluation source, short listing and interview questions, or as a check in the interview decision (Bloisi, 2007). Employee selection is the most critical activity in human resource management; and the decision to hire a job applicant is the most important decision an employer will ever make. This is because no amount of motivation will improve performance if the wrong person is selected for the job. This explains the need for organizations to adopt reliable and valid interviewing systems for employee selection.

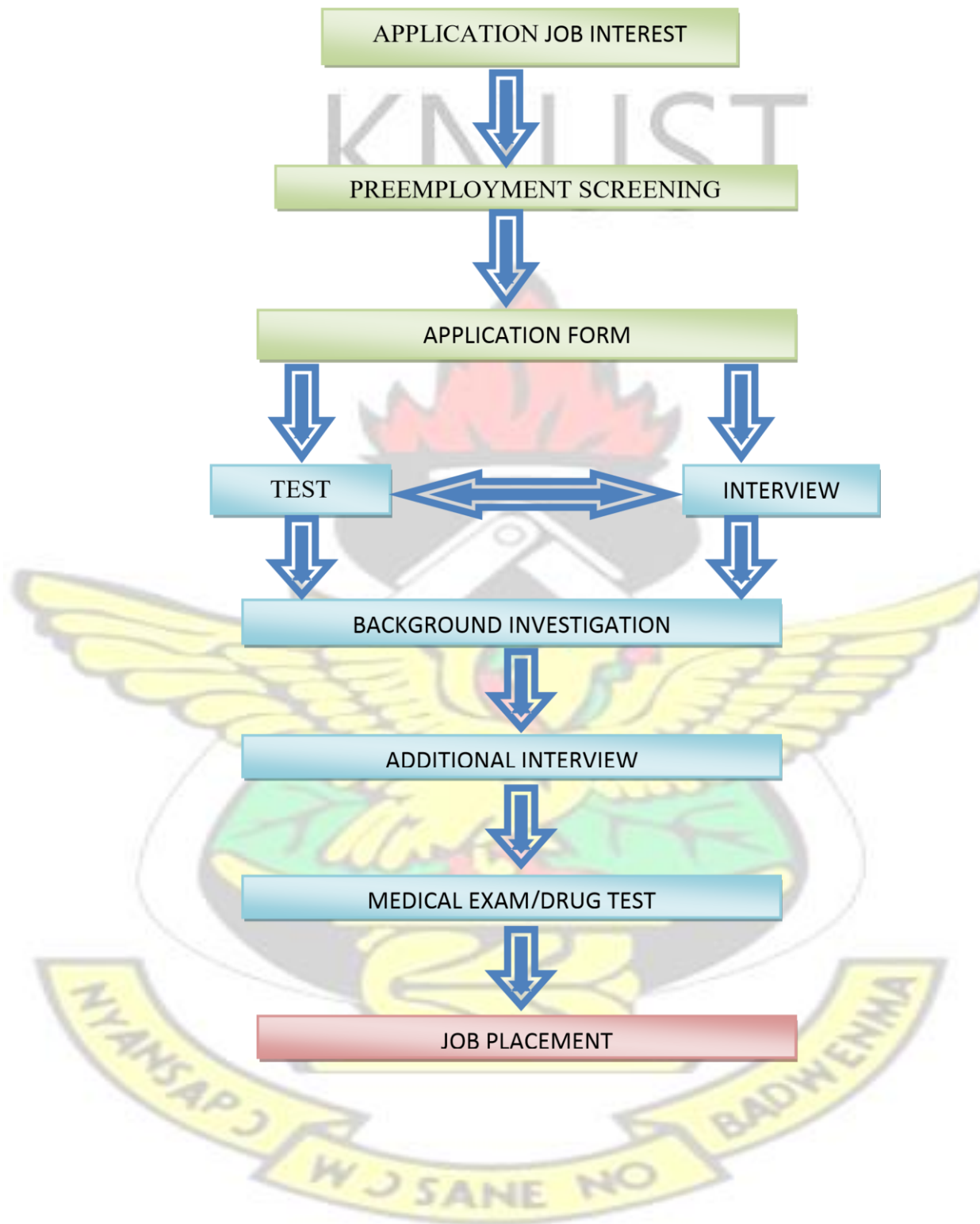
Cherrington (1995) reports that, the process of making an informed hiring decision depends largely on two basic principles of selection. The first principle is that a past behaviour is the best predictor of future behaviour that is, knowing what an individual has done in the past is the best indication

of what the individual is likely to do in the future, though he agrees that, it is not always the case, since people change. Secondly, the organization should collect as much reliable and valid data as is economically feasible, and then use it to select the best applicants. The process is a sequential procedure, which involves some steps in a form of a hurdle that systematically screens the number of candidates advancing to the next hurdle or step.

Most organizations take a series of consistent steps to process and select applicants for jobs, company size, job characteristics, and the number of people needed; the use of electronic technology and other factors cause variations on the basic process. Selection can take place in a day or over a much longer period of time, and certain phases of the process may be omitted or the order changed, depending on the employer. If the applicant is processed in one day, the employer usually checks references after selection. Figure 2.1 shows steps in a typical selection process.

Figure 2.1

SELECTION PROCESS FLOW CHART



Source: Mathis et al, 2010:220

2.9.1 Application Job Interest

With reference to figure 2.1, individuals wanting employment can indicate interest in a number of ways. Traditionally, individuals have submitted resumes by e-mail or fax, or applied in person at an employer's location. But with the growth in internet recruiting, many individuals complete applications online or submit resumes electronically.

2.9.2 Pre-employment Screening

Many employers conduct preemployment screening to determine if applicants meet the minimum qualifications for open jobs before they have the applicants fill out an application form. The use of electronic preemployment screening or assessment has grown. Much of this screening utilizes computer software to review the many resumes and application forms received during the recruitment and selection process. Large companies often use different types of software to receive, evaluate, and track the applications of many potential employees.

2.9.3 Application Forms

Application form is the first hurdle that has to be cleared to get a job. It is the part of the selection process that is seen as the necessary but unpleasant task-done in a rush, under protest and without enough preparation and thought. According to Corfield (2009), application forms are the most

common methods used by employers to recruit new staff. An application form is a document, filled in by all applicants to put themselves forward for a particular job. It enables the employer to compare and contrast the candidates. In this way a group can be selected to be invited for interview. This process is often called shortlisting: a longer list of applicants is whittled down to a smaller number or a shorter list. Application forms are used because employers may need some method of comparing the abilities, experience and personalities of those people who apply. Application form is a form which asks each person exactly the same questions, meaning that a quick comparison can be made between different candidates (Corfield, 2009). By comparing like with like to assess relative strengths and weaknesses of each candidate, employers can be confident that they have made the right choice.

2.9.4 Selection Testing

Many different kinds of tests can be used to help select qualified employees, literacy tests, skilled-based tests, personality tests, and honesty tests are used to assess various individual factors that are important for the work to be performed. These useful employment tests allow organizations to predict which applicants will be the most successful before hired. However, selection tests must be evaluated extensively before being utilized as a recruiting tool. The development of the test items should be linked to thorough job analysis.

2.9.4.1 Ability Tests

Test that assess an individual's ability to perform in a specific manner are grouped as ability test (Mathis et al, 2010). These are sometimes further differentiated into aptitude tests and achievement tests. Cognitive ability tests measure an individual's thinking, memory, reasoning, verbal, and mathematical abilities. Tests such as these can be used to determine applicants basic knowledge of terminology and concepts, word fluency, spatial orientation, comprehension and relation span, general and mental ability, and conceptual reasoning. The Wonderlic Personnel Test and the General Aptitude Test Battery (GATB) is two widely used tests of this type.

Physical ability tests measure an individual's abilities such as strength, endurance, and muscular movement. At an electric utility line regulatory must list and carry equipment, climb ladders, and perform other physical tasks; therefore, testing of applicant's mobility, strength, and other physical attributes is job rated. Some physical ability tests also measure such areas as range of motion, strength, and posture, and cardiovascular fitness.

2.9.4.2 Personality Test

Personality is a unique blend of individual characteristics that can affect how people interact with their work environment. Many organizations use various personality tests that assesses the degree to which candidates' attributes match specific job criteria. Although many different personality characteristics exist, some experts believe that there are a relatively small number of underlying major traits.

2.9.4.3 Assessment Centres

An assessment centre is not a place but an assessment composed of a series of evaluative exercises and test used for selection and development. Most often used in the selection process when filling managerial openings, assessment consists of multiple exercises and is evaluated by multiple raters. In one assessment centre, candidates through a comprehensive interview, a pencil-and-paper test, individual and group simulations, and work exercises. Individual performance is then evaluated by a panel of trained raters. It is crucial that the tests and exercises in an assessment center reflect the content of the job for which individuals are being screened, and types of problems faced on that job.

Armstrong (2006) contends that, a more comprehensive approach to selection is provided by the use of assessment centres. These incorporate a range of assessment techniques and typically have the following features. The focus of the center is on behavior. Exercises are used to capture and simulate the key dimensions of the job. These include one-to-one role-plays and group exercises. It is assumed that performance in these simulations predicts behavior on the job. Interviews and tests will be issued in addition to group exercises. Performance is measured in several dimensions in terms of the competencies required to achieve the target level of performance in a particular job or at a level in the organization. Several candidates are assessed together to allow interaction and to make the experience more open and participative.

2.9.5 Interviewing

The traditional selection process, or classic trio as it has been called by Cook (1993) and more recently by Taylor (2002, 2005), describes the combined use of three methods of selection which are - application forms, interviews and references. References play an important role but subsidiary role, operating as an information and evaluation source, short listing and interview questions, or as a check in the interview decision (Bloisi, 2007). Interviewing is the most frequently used selection technique. It is very unusual for people to be hired without an interview. Interviews may be either structured or unstructured. The unstructured interviews generally take the form of a free-ranging discussion, sometimes with the interviewer using a set of favourite questions but providing the interviewee with a free rein to answer in a general way. In an unstructured interview, the interviewer uses his/her judgement about the overall performance of the candidate in deciding whether he/she matches the role. The unstructured interview is the most commonly used interview, it is frequently used by professional selectors from search and selection agencies who have confidence in their ability to assess candidates without the constraints of a structured interview.

Research according to Gareth (1997) suggests that the unstructured interview is half as effective as a structured interview. The structured interview is focused on a set number of clearly defined criteria, usually competencies. The questions are carefully structured to obtain specific information about the criteria and the answers are scored against a consistent scoring range. In a

situational interviewing, candidates are presented with a future hypothetical situation and asked to explain how they would deal with it. The answers are assessed for evidence of relevant ability.

Gareth (1997) confers that, although interviewing is one of the best-established selection techniques, it suffers from a number of problems. It is difficult for the interviewer to sustain attention throughout the interview, where interviewers are only able to remember the opening and closing stages of the interview. Judgement of interviews can sometimes be clouded by prejudices or influenced unduly by stereotyping the candidates with, for example, others in his or her organization, or by mirroring, in which the interviewer looks more favourably on candidates matching the interviewer's own profile. Perhaps the most common failing of interviews is the lack of preparations on the part of the interviewer (ibid). Regardless of this problems the interview remains one of the most popular selection techniques, whatever its technical value in the selection process, it is of great perceived value to selectors and a very important aspect for candidates.

2.9.5.1 Behavioural Interview

In the behavioural interview techniques, applicants are asked to describe how they have performed in a certain task or handled a problem in the past which may predict future actions and show how applicants are best suited for current jobs. The basic premise behind these interviews is that the candidate's past behaviour is the predictor of his future actions. These types of questions may be

asked in any interview format. The interviewer may not ask hypothetical questions, but rather behaviour oriented questions requiring answers that are based on facts.

2.9.5.2 Competency Interview

The competency interview is similar to the behavioral interview except the questions are designed to provide the interviewer with something against which to measure the applicant response. A competency profile for the position is often utilized, which includes a list of competencies necessary to do that particular job. Using competencies as a benchmark to predict job candidate success is useful because interviewers can identify the factors needed in specific jobs. However, these interviews take time and sometimes benefit articulate or impression management oriented people. Interviewers must be trained in spotting strong answers for the competencies in question (Hasson 2007).

2.9.5.3 Situational interview

The situational interview contains questions about how applicant might handle specific job situations. Interview questions and possible responses are based on job analysis and checked by job experts to ensure content validity. The interviewer typically codes the suitability of the answer, assigns point values and adds up the total number of points each interviewee has received (Mallvaine, 2009).

2.9.5.4 Less-Structured interviews

Some interviews are done unplanned and are not structured at all. Such interviewing techniques may be appropriate for finding, or for counseling interviews. However, they are not best for selection interviewing. These interviews may be conducted by operating managers or supervisors who have had little interview training. An *Unstructured interview* occurs when the interviewer improved by asking questions that are not predetermined. A *Semi structured interview* is a guided conversation in which broad questions are asked and new questions arise as a result of the discussions.

Non directive interview uses questions that are developed from the answers to previous questions. The interviewer asks general questions designed to prompt applicants to describe themselves. The interviewer then uses applicant's responses to shape the next question. With a nondirective interview, as any less structured interview, difficulties for selection decisions include keeping the conversation job related and obtaining comparable data on various applicants. Many nondirective interviews are only partly organized ; as a result, a combination of general and specific questions are asked in no set order, and different questions are asked of different for the same job (Mathis et al, 2010).

2.9.5.5 Stress Interview

A stress interview is designed to create anxiety and put pressure on applicants to see how they respond. In a stress interview, the interviewer assumes extremely aggressive and insulting posture

(Mathis et al, 2010). Firms using this approach often justify doing so because employees will encounter high degrees of job stress (ibid). The stress interview can be a high approach for an employer because an applicant is probably already anxious, and the stress interview can easily generate a poor image of the interviewer and the employer. Consequently, an applicant who the organization wishes to hire might turn down the job offer.

2.9.5.6 Reference Checking

According to Stewart and Brown (2009), reference checking involves contacting an applicant's previous employers, teachers, or friends to learn more about the applicant. Reference checking is one of the most common selection methods, but available information suggests that it is not generally a valid selection method. The primary reason why reference checking may not be valid relates to legal issues. Organizations can be held accountable for what they say about current or past employees. A bad reference can become the basis for a lawsuit claiming defamation of character, which occurs when something untrue or harmful is said about someone. Many organizations thus, adopt policies that prevent managers and human resource practitioners from providing more than dates of employment and position. Such information of course, is of little value.

The competing legal issues of defamation of character and due negligence makes reference checking very critical. On the other hand, safety concerns make a background check mandatory

for many jobs, such as day care provider, transportation career, and security guard. One result has been the growth of professional firms that use public information sources, such as criminal records and motor vehicle registration to learn about an applicant's history. Such investigations should be conducted only after initial screening tools have been used and only if the applicant signs an authorization release. An effective reference procedure needs to, however, make clear what the selector demands. Reference checks should ask for information the referee can reasonably be expected to provide and should make it as easy as possible for this to be done. Early in the selection process, the selector can check critical facts and solicit opinions (Sisson, 1989).

2.10 Challenges of recruitment and selection in Ghana

2.10.1 Economic Environment

Economic conditions quietly influence the recruitment process in all organizations. Liberalization, privatization and globalization have contributed to the growing demand for management graduates possessing fund raising, risk management, and marketing skills initially. The demand for engineers, especially in the manufacturing sector, has not kept pace, and most engineers have to make a beeline for finance, marketing degrees or diplomas to encase the job opportunities. Organizations have to resort to extensive advertisements (newspapers, campus hiring, search firms, employee referrals, etc.) for recruiting people with requisite skills (Rao, 2008). However, by the late 1990s the rules of the game changed dramatically. Recession in sectors such as software, automobiles, pharmaceuticals, etc. has forced organizations to cut down recruitment costs drastically by resorting to less expensive media advertising. The outsourcing, contract

manufacturing deals in the early 2000 have, once again created great demand for people having engineering, research and design skills. Recruiters, not surprising are back in the arena in a big way exploiting the opportunities through various means.

2.10.2 Social Environment

According to Rao (2008), major social changes in the past two decades have caused organizations to place increased emphasis on recruitment. Modern employees look for a satisfying career in place of just a job. If the opportunities for career growth are missing in an organization, they do not hesitate to leave and go in search of greener pastures outside. To ward off such threat, organizations nowadays emphasize opportunities for training and development and progression through a series of jobs within the same organization. They also try to present a more realistic picture of the job and the encouraging career openings to prospective employees through innovative recruitment campaigns.

2.10.3 Technological Environment

New technologies create new jobs. The existing jobs undergo a rapid change. As a result, sometimes applicants with unusual combinations of skills and knowledge must be found. The liberalization programme after 1991 brought about rapid change in the fields of breaking, electronics, telecommunications, automobiles, etc. Several old jobs have disappeared almost overnight, as it were. At the same time, there is a chronic shortage of people with requisite skills

and knowledge especially in the fields of software, telecommunication, insurance, etc. in such a scenario, organizations have to step up their recruitment efforts to compete successfully for the small number of suitable candidates available in the market (Rao, 2008).

2.10.4 Political Environment

Rao (2008) asserts that, in the late 1980s equal employment opportunity was a major slogan in corporate circles. Organizations realized that employment needs had to be defined in terms of ability to perform the job, not in terms of race, colour, religion, sex, or national origin. Phrases such as only men need to apply, and age 25 - 35 groups preferred no longer appeared in advertisements for job vacancies. Organizations have taken a number of steps to find and attract women and minority applicants. Political compulsions, constitutional provisions covering reservations for special groups, providing employment to sons of the soil, offering jobs to displaced persons whose lands have been acquired in order to set up projects of national importance have also come in the way of recruiting people, based solely on qualifications, skills, and experience. Factors such as influence of unions, recommendations of friends and relatives of management also play an important role in influencing recruitment policies of most organizations (Rao, 2008).

2.11 Discrimination Law and Person Specification

Care needs to be taken when developing persons specifications to ensure that items do not indirectly discriminate on grounds of sex, race, ethnic, religion, etc. If they do, aggrieved job applicants who fail to be selected on these grounds can bring their case to an employment tribunal (Taylor, 2002). Thus, the Human Resource Professionals needs to ensure that any criteria included in a person specification, whether essential or desirable in jobholders, do not leave the organization open to legal actions. In practice this means insisting that any criterion that is potentially discriminatory against a protected group is objectively justifiable. It must therefore be genuinely necessary for the performance of the job in question and not a device to benefit members of one group in the population.

According to Brand and Curtis (2000), Employers will not readily admit to being prejudiced about people with disabilities, and some probably are not, but there is much evidence that when experiences of people with disabilities are examined it becomes clear that most of their problems arise from the attitudes of employers. A general lack of understanding about the employment of people with disabilities gives rise to numerous myths and fears which create prejudice and discrimination (Honey et al, 1993). Many employers fail to appreciate that disability does not necessarily imply inability and a disability may not result in handicap (Kettle, 1979). Many managers therefore assume that people with disabilities would not be able to perform adequately at work. Others have low expectations and think only of lower skilled jobs. Other myths include poor attendance, low productivity, and proneness to accidents, customers being put off and

disabled workers presence being disruptive. Kettle (1979) argues that, the persistence of these misconceptions is not entirely the fault of employers, and blames the medical profession for being over-cautious about the abilities of people with disabilities. Thomas (1992) found that one of the main reasons for people giving up work was that their General Practitioners (health services) had told them they would never work again, and never properly consider the options of retraining and redeployment. If doctors are regarded as the experts in these matters, it is no wonder that any employers negative feelings are reinforced (Barnes, 1991).



CHAPTER THREE

RESEARCH METHODOLOGY AND ORGANIZATIONAL PROFILE

3.0 Introduction

This chapter concentrates on the methods adopted for the collection of data for the study. The data collected was analyzed both quantitatively and qualitatively. Qualitative analysis is concerned with subjective assessment of attitudes, opinions and behaviours of respondents. Quantitative analysis on the other hand relates to the generalization of data based on numeric forms which can be subjected to rigorous quantitative analysis.

3.1 Research design

The study being a descriptive type focuses on investigation into recruitment and selection practices at the CSIR Kumasi-based Institutes. The study intended to address the following objectives: to identify policies on recruitment and selection at the CSIR (Kumasi-based Institutes); to evaluate the recruitment and selection practices at the CSIR (Kumasi-based Institutes); to examine the relationship between recruitment and selection methods and employee performance; to determine the effects of environmental factors on the mode of recruitment and selection.

The researcher chose to conduct the study at the CSIR. Because it is the reliable scientific research council in Ghana there is the need to resource its vacant positions with extensively qualified personnel to provide the necessary services. CSIR (Kumasi-based institutes) were selected for the study to enable the researcher concentrate on an ideal sample size. Also, because of the inevitable constraints such as access to data, time, location and money the four institutes were selected from the thirteen scientific research institutes under the umbrella of the council. Data collected for the study were obtained through the use of questionnaire, discussions and interviews.

3.2 Sources of data

This research study was undertaken at the four institutes of the CSIR in Kumasi. Primary and secondary data were used in conducting the research.

3.2.1 Primary data

The primary data required for the research were obtained from the field of study through the administration of questionnaires, and face-to-face interviews. Primary data refers to data obtained directly from the research respondents.

3.2.2 Secondary Data

In order to meet the objectives of the study, the researcher initially considered the possibility of reanalyzing data that have already been collected for some other purposes. Such data is known as Secondary data which included both quantitative and qualitative data, and they are used principally in both descriptive and explanatory research. The secondary data was obtained from text books, journals, published articles, newspapers, magazines, related studies on human resource management and other relevant published and unpublished documents.

3.3 Research Population

Research population refers to a set of cases or a group of members that are being researched. This means the total number of employees at the CSIR Kumasi-based institute constituted the research population who were being studied to obtain relevant data for this research work. However, the larger number of employees prompted the researcher to select a significant sample size that could represent the entire population.

3.3.1 Sample Size

To enable the researcher to practically collect data from the entire population, to save time, and cost sample was selected to represent to total population. Out of the larger number of employees from the four institutes, a total sample size of seventy-nine (79) respondents which included employees and administrators/management.

3.4 Sampling Technique

Because the entire population could not be surveyed, a sample was selected using relevant sampling technique. Thus a probability sampling technique was used. With probability sample (or representative sampling) the chance of each case being selected from the population was known and was usually equal for all cases. Under the probability sampling two sampling methods were used, which included the stratified sampling and simple random sampling. Stratified sampling was so used to divide the population into two (administrators/management and workers/staff). From each stratum a simple random sampling was used to draw respondents, and this was to ensure that each of the strata is represented proportionally within the researcher's sample (DeVaus, 2002). Both cases in each stratum were interviewed using a designed questionnaire to enable the researcher acquire different views and responses.

3.5 Data collection tools

3.5.1 Interview

Interview was used to capture information that would likely be distorted or withheld with the use of only one method. The quantitative method was complemented by qualitative method such as in-depth interview to enhance the validity of the data. This was done using interview guide. Interview guide consists of a series of broad interview questions (semi-structured) that the researcher was free to explore and check out the interviewee. As a guide, it is to prevent deviations from the issues

being discussed (Bell, 1992), and was used to obtain information from the administrators/management and workers.

3.5.2 Questionnaire

Data collection strategy is integral to the implementation of a research plan. Data can be obtained by making use of the questionnaire, respondent interviewing, and observation of events as they happen, abstraction where the sources of information are documents and postal questionnaire if respondent(s) is/are at large geographical areas. For the purpose of this research, self-administered questionnaire was used, wherefore respondents did not have much understanding, the researcher assisted them to answer the questions thereof. Also, respondents who as a result of time and busy schedule could not administer the questionnaire in the presence of the researcher advised for later collection.

3.6 Data Analysis Tools

Statistical tools provided a more graphical representation for interpretation. Quantitatively, the Statistical Package for Social Sciences (SPSS) and Microsoft Excel were employed to do the analysis whilst the research was interpreted graphically. This is because the SPSS allows a large amount of data to be handled at a time as well as allows for easy computation of data. The use of SPSS and Microsoft for data analysis in this study also ensured graphical representation of data and also for easy modification or editing of statistical information. SPSS and MS Excel ensure

an easy way of retrieving information from database and also reduces time and cost of data analysis. Raw data from the questionnaire was coded and frequency tables derived from them and used for interpretation. Bar charts and tables were used to give pictorial representation of the findings.

3.7 Profile of Institutes

3.7.1 Building and Road Research Institute

Building and road research Institute is one of the thirteen (13) scientific research institutes of the Council for Scientific and Industrial Research (CSIR). The Building and Road Research Institute (BRRI) was established in 1952 as the West African Building Research Institute in Ghana. In 1963 when the Kwame Nkrumah University of Science and Technology (then University of Science and Technology), Kumasi face acute shortage of lecturers in architectural, engineering, planning, quantity surveying, etc., the then government of Ghana found it prudent to relocate the Institute to the KNUST campus. This was to enable the Institute to offer its facilities and services of its research staff to support the University. In 1964 the Institute's mandate was expanded to include road research duties and hence its name The Building and Road Research Institute (BRRI).

3.7.2 Forestry Research Institute of Ghana

The Forestry Research Institute of Ghana started as research unit within the Forestry department in 1962. In 1964, it was fully established as a Research Institute and named Forest Products Research Institute (FPRI) under the Ghana Academy of Sciences and later CSIR, (1968). In 1981 it was transferred from CSIR to the newly created Forestry Commission by Act 405 and renamed the Forestry Research Institute of Ghana in 1991. It was finally returned to CSIR by another Act of Parliament (Act 453) in 1993. FORIG as its mandates stipulates undertake forest and forest products research to ensure sustainable management and utilization of Ghana's forest resources; and Engage in commercialization of the research activities and programmes.

The mission of the Forestry Research Institute of Ghana is to conduct high quality, user-focused research that generates scientific knowledge and appropriate technologies which enhance the sustainable development, conservation, and efficient utilization of Ghana's forest resources and also to disseminate the information for the improvement of the social, economic and environmental well-being of the people of Ghana. Also, the vision statement of FORIG is to be a centre of excellence in Forestry Research in the humid tropics.

3.7.3 Crops Research Institute

CSIR - Crops Research Institute (CSIR-CRI) is one of the thirteen Institute of the Council for Scientific and Industrial Research of Ghana. It was established in 1964. The research mandate of CSIR-CRI covers the food and industrial crops such as cereals, legumes and oil seeds, roots and tubers, plantain and banana, tropical fruits, vegetables, etc. CRI's vision is to be a Centre of Excellence for innovative and quality agricultural research for development. Its mission is to develop and disseminate appropriate technologies for high and sustainable food and industrial crop production.

3.7.4 Soil Research Institute

Soil Research Institute is also under the umbrella of the Council for Scientific and Industrial Research, established in the year 1945 indicating that it is the oldest among the other institute. Its mandate is to undertake scientific research to generate information and technologies for effective planning, utilization and management of the soil resources of Ghana for sustainable agriculture, industry and environment. Its main objectives are to develop knowledge for the efficient management of the soil resources of Ghana, to strengthen the institute's delivery for increased agricultural production; develop and promote sound and safe environmental practices; and commercialize soil research findings and services.

Thus the vision of Soil Research Institute is to become the centre of excellence in tropical soil and environmental resources research and development studies for sustainable food production,

sustainable development and environmental quality. CSIR-SRI is located in Kumasi with its head office at the Central Agric Station, near Kwadaso. The Institute has seven (7) divisions with nine (9) outstations strategically located within all the agro ecological zones of Ghana for research validation, adaptive research, and technology transfer purposes.

3.8 Recruitment and selection policy of CSIR

Recruitment and selection policy is the key principles that guide human resource professionals in their decision making, in relation to the acquisition of qualified and competent human resources for an organization. The Council for Scientific and Industrial Research in its conditions of service sets out a general recruitment and selection policy that governs all the thirteen institutes under the council. **Section eight (8)** of the conditions of service for senior staff and section nine (9) of the conditions of service for senior members of the CSIR stipulates that:

1. Candidates shall normally apply in response to an advertisement but they shall be free to apply for consideration for appointment into an appropriate Institute/Unit depending on availability of vacancies.
2. Candidates shall complete approved application forms. They shall name three referees at least one of whom shall be from institutions where the candidates concerned pursued their studies or acquired their relevant professional or industrial experience.
3. Candidates shall be interviewed by a competent Appointment Panel constituted in accordance with Council regulations within 90 days of the closing date of the

advertisement. This Panel shall include at least two persons who have expert knowledge in the candidate's field of specialization.

4. The effective date of appointment, unless otherwise stated in the letter of appointment, shall be the date of assumption of duty.
5. The effective date of upgrading a serving officer who so qualifies for upgrading by securing a higher qualification or as stated in the letter upgrading him.
6. The conditions of service specified in these Regulations shall prevail in all cases of conflict with any other terms of employment.

Section 11 (*refer to appendix III*) also states that: a temporary appointment shall be made by the Director on behalf of the Director-General. Such appointment shall be on month-to-month basis and shall not exceed twelve (12) calendar months within which period the appointment must be regularized in accordance with **section 8 above** or terminated.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter deals with the analysis of data that were gathered empirically from the field. For the purposes of the survey, two sets of questionnaires were used, which were designed using both open and closed ended questions. The first set was designed for the employees (nonmanagement) of the four institutes whilst the second set was designed for management. The purpose of the study was to investigate into the recruitment and selection practices at the CSIR (Kumasi). The questionnaires were specifically designed to identify policies on recruitment and selection; to evaluate the recruitment and selection practices; to examine the relationship between recruitment and selection methods and employee performance; and finally to determine the effects of environmental factors that influence the mode of recruitment and selection at the CSIR (Kumasi-based Institutes). To enable the researcher conduct an effective and efficient research, out of the larger number of employees from the four institutes, a total sample size of seventy-nine (79) were selected for the study.

4.1 Sex Composition of respondents

Sex is determined by the biological nature of a person. The majority of the respondents at the CSIR were males with 68 per cent as compared to female counterparts with 32 per cent. The great disparity in males and females is assumed to be as a result of the females disinterest in scientific

research activities. It could possibly be considered that the educational system in Ghana comprises a greater number of male students who outnumber the rate of female students, thus the girl child education being implemented by the government of Ghana.

Table 4.1 Sex composition of respondents

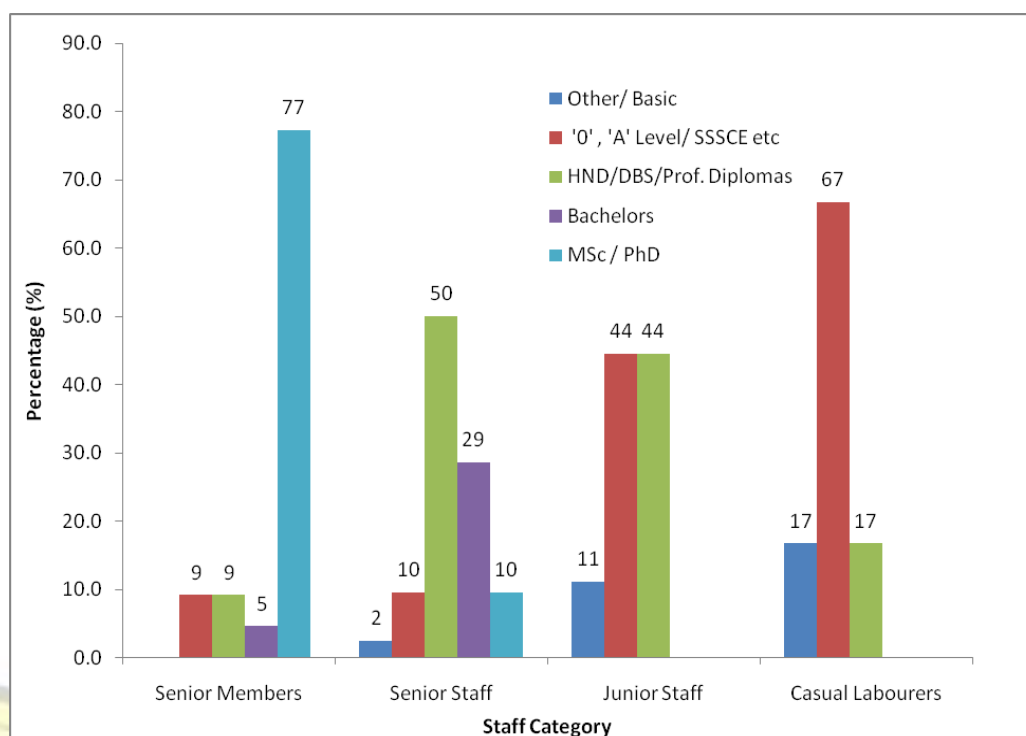
Sex	Frequency	Percentage
Male	54	68
Female	25	32
Total	79	100

Source: Field Data, 2011

From the above table, it was revealed that sex composition of males had a landslide against its female counterparts. This figure affected the female sex composition on the management team of institutes. It indicated that **54** respondents out of the seventy-nine (79) were males representing **68** per cent and twenty-five (**25**) females representing **32** per cent. This supports the fact that females in scientific research institutions are smaller than males because of the assumption that they had less interest in the sciences.

4.2 Level of Education and Staff Category

Figure 4.1 Level of education and staff category



Source: Field Data (2011)

Education is the means through which knowledge is acquired. It is an acknowledgement index of socio-economic status and shows how well informed people are and may also indicate the level of appreciation concerning a subject matter. With regards to the level of education and the category in which employees belong, the above figure illustrates that **77%** of the senior members possess either masters degree or doctorate degrees. There were other senior members who possess bachelor degrees and are on the verge of pursuing masters programme. With senior staff category, **50%** had obtained diplomas, **29%** had bachelor degrees, **10%** had GCE „O“ and „A“ level/SSCE whilst **2%** had basic education but had passed through the occupational ranks to the level of senior staff. On the other hand, **44%** of the junior staff category possess diplomas such as DBS, and

other professional diplomas, and **44%** possessed „O“/ „A“ level and SSSCE. Casual Labourers are described as within the conditions of service as those who were engaged on casual basis without passing through the formal recruitment and selection process. They are also classified as unskilled labour at the institutes where they only receive their monthly wages without any other fringe or end of service benefits. However, **67%** had acquired SSCE and „O“ level, **17%** had obtained diplomas and **17%** with other basic education such as the Junior High School and the Middle School Leaving Certificates.

4.3 Knowledge of the Recruitment and Selection Policy

Recruitment and selection policy is the key principles that guide human resource professionals in their decision making, in relation to the acquisition of qualified and competent human resources for an organization. This indicates that without standardized and consistent recruitment and selection policy any informal way of employment could be used. From the analysis of whether the employees of the CSIR (Kumasi-based institutes) had any knowledge about the recruitment and selection policy, it was observed from the table below that eight (**8**) respondents who had worked with the council for less than five years had knowledge about the policy whilst seventeen (**17**) had no knowledge about the policy. Thirteen (**10**) respondents who had worked with the council between six and ten years said they had knowledge about the policy and thirteen (**13**) had no knowledge about it. Three (**3**) respondents who had worked between eleven and fifteen years said they had knowledge about the policy and six (**6**) answered negatively. Two (**2**) respondents who had worked between sixteen and twenty years said they had knowledge about the policy and three (**3**) denied having any knowledge about it. Nine (**9**) respondents on the same issue said they

had idea about the policy, whilst the remaining eight (8) respondents who had worked for more than twenty years had no knowledge about the recruitment and selection policy.

Table 4.2 Knowledge of Recruitment and Selection Policy

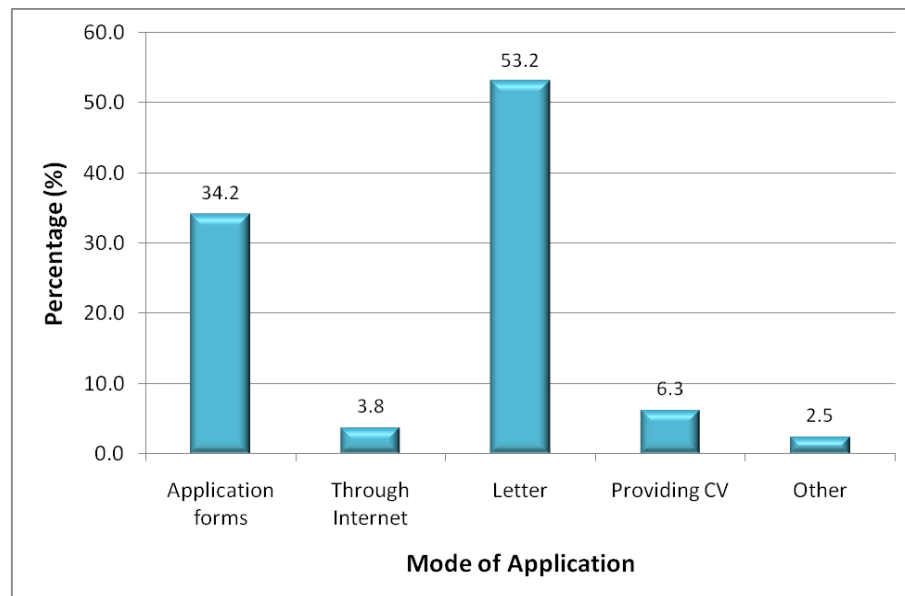
Year (s) of service	Knowledge of Recruitment and Selection Policy		Total
	Yes	No.	
< 5	8	17	25
6 -10	10	13	23
11 - 15	3	6	9
16 - 20	2	3	5
> 20	9	8	17
Total	38	41	79
%tage	40.5	59.5	100.0

Source: Field Data (2011)

The above table also demonstrates the relationship between the number of years respondents had worked with the council and their knowledge about the recruitment and selection policy of the council. The results provided stated that **40.5** per cent had knowledge about the policy and **59.5** per cent had no knowledge about it. Although **40.5** per cent of the respondents knew about the recruitment and selection policy, it was realized that they did have a copy of the recruitment and selection policy neither do they knew the content of the said policy. This indicates that HR professionals should make their recruitment and selection policy known to staff to enable for them understand if there are any legal practices to be followed.

4.4 Recruitment process

Figure 4.2 Recruitment process



Source: Field Data (2011)

From the survey conducted, a total of forty-two (**42**) respondents representing **53** per cent applied, followed by filling of application forms with twenty-seven (**34** per cent) out of the seventy-nine (**79**) respondents. A considerable number of respondents applied to the council by providing their CVs which were approximately six (**6**) per cent, followed by the use of internet with three (**3**) respondents (almost **4%**), and lastly through other means with two (**2**) at the response rate of **2.5** per cent.

According to Flippo (1984) recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization. Further research explains that recruitment of candidates is the function that precedes selection, which helps create a pool of prospective employees for the organization so that management can select the right candidate for

the right job. Holbeche (2009) asserts that a well designed recruitment process can attract good candidates and give the employer useful indication of future performance. The analysis identifies the need for recruitment by adopting a systematic review of the organization's requirements as buttressed by Newell (2005). After the organization had planned for its manpower needs, it establishes a thorough job analysis which is a written statement about the tasks, duties, activities, and results associated with a given job. Armstrong (2006), further presents that job analysis spells out exactly what job holders are required to do. In addition, the level of detail in the job analysis may reflect the characteristics of the organization on the role analysis and person specification of the job. After the job analysis, the organization then decides on the sources of recruitment which are the internal and external sources by which positions can be filled through the mode of filling application forms, applying by letters, receiving curriculum vitae from applicants, applying through internet, and other means such as word-of-mouth.

4.5 Sources of Recruitment and medium of advertisement

The figure below depicts the views of management who are decision makers on the sources of recruitment and the medium of advertisement. The figure explains that ten (10) out of the sixteen (16) management responses represents 62.5 per cent used external sources, whilst the remaining six (6) uses internal sources attracting 32.5 per cent. The substantial number of management depended much on external sources for recruitment such as newspaper representing 69.2 per cent, whilst radio and others media attracted 23.1 per cent and 7.7 per cent respectively as the medium of advertisement.

Figure 4.3 Sources of recruitment and medium of advertisement



Source: Field Data (2011)

For the acquisition of new ideas and competencies, most managers depend much on external sources. They thus channel vacancy information through various media. This is supported by Mathis et al (2010) that some prominent traditional and involving recruitment methods are the media sources such as the newspapers, magazines, television, radio, bill boards, labour unions, and other competitive recruitment agencies and job fairs. The reason why organizations use external source of recruitment is to attract applicants within a wider geographical area. On the other hand, management used internal source as a mode of filling vacancies. Mathis et al (2004) argues that internal recruitment is the act of tapping into the organization's existing or present employees in the form of job postings, promotions and job transfers. This buttress the point that six (6) out of the sixteen (16) respondents representing 32.5 per cent supports the idea of using internal

recruitment for many reasons such as cost of training, values of the organization, and other organizational practices that are not to be overlooked.

4.6 Selection Methods and Decision Making

Table 4.3 Selection methods and decision making

Recruitment Decision Maker	Recruitment and Selection Methods			Total	%tage
	Preliminary Screening	Employment Test	Employment Interview		
Director	4	0	1	5	31.3
Administrative Officer	1	0	3	4	25.0
Interview Panel	1	2	1	4	25.0
Other	0	0	1	1	6.3
Director & Admin Officer	0	0	2	2	12.5
Total	6	2	8	16	100.0

Source: Field Data (2011)

The above table analyzes recruitment and selection methods as against the stakeholders who make selection decision of applicants. The selection methods included the preliminary screening of applicants, application blank form, ability test employment interview and other relevant selection methods. It was revealed that directors of institutes had greater authority over the selection of candidates at the rate of **31** per cent, administrative officer's decision making and that of interview panel gained **25** per cent each. Responses on both the director and the administrative officer

attracted **13** per cent and other authorities such as heads of division, supervisors had **6** per cent say in the selection of applicants to be considered for interview and subsequent offer of appointment.

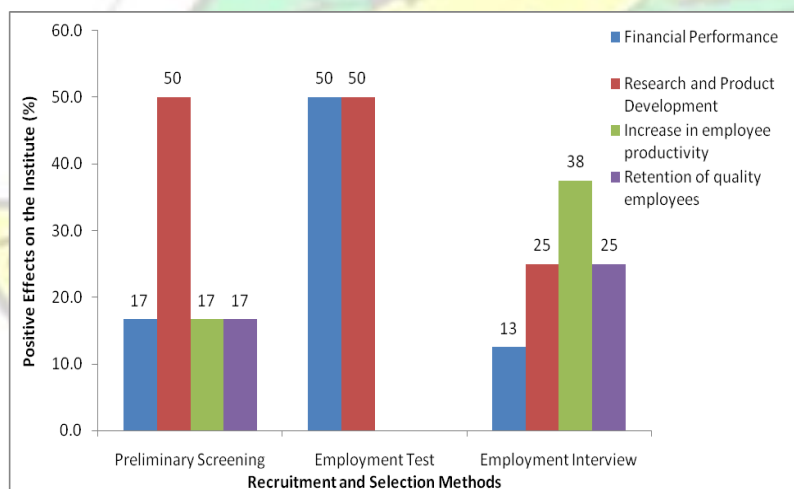
From the responses derived from the data collected, it was revealed that any of the selection methods used was for effective engagement of qualified and competent applicants. Cherrington (1995) reports that, the process of making an informed hiring decision depends largely on two basic principles. He said the first principle is that, a past behaviour is the best indication of what the individual is likely to do in the future. Though he agrees that, it is not always the case, since people change. Secondly, the organization should collect as much reliable and valid data as is economically feasible, and then use it to select the best applicants.

From the survey, it came to light that the use of the above mentioned selection methods enable the institutes under study to attract and employ qualified human resources to fill vacancies. This relates to the notion that the decision management takes on the selection methods will definitely affect the performance of the organization entirely. Thus management should recognize that there will be garbage in garbage out on whatever selection decision they will make with respect to selection methods.

4.7 Relationship between Performance and Selection Methods

This in relation to the set objectives of this research work, administrators/management were requested to inform the researcher how selection methods affect employee performance of the CSIR (Kumasi-based Institutes), it was revealed from the data collected that preliminary screening of applicants will positively affect the financial performance of institutes at the rate of **17** per cent, increase in employee productivity by **17** per cent, retention of quality employees by **17** per cent and the highest rate of **50** per cent for research and product development. Employment test as a selection method will positively affect research and product development by **50** per cent and financial performance by **50** per cent. Employment interview on the other hand had its positive impact on financial performance by **13** per cent, research and product development by **25** per cent, and increase in employee productivity by **38** per cent, and also retention of quality employees by **25** per cent.

Figure 4.4 Relationship between performance and selection methods



Source: Field Data (2011)

From the table above it is shown that recruitment and selection methods of the institutes have had positive impact on the financial performance, research and product development, increase in employee productivity, and retention of quality employees. It could be argued that how does performance rated and how does the methods of selection affect employee performance. According to Armstrong (2003), high performance working involves the development of a number of interrelated processes that together make an impact on the performance of the firm through its people in such areas as productivity, quality, research and development, growth, profits, and the retention of quality employees. Several selection methods are used to hire employees, but as to whether those employees will perform to the success or not is a matter of discussion.

Smith (1994) distinguishes three types of individual characteristics that relate to job performance: *universals* which refer to characteristics that are relevant to all jobs; *occupational*s which refer to characteristics relevant to particular jobs or occupation, and *relationals* which refer to characteristics relevant in a particular work setting. This typology suggests that it is important to match characteristics of people with characteristics of particular work setting. Research indeed had shown that people who fit the work settings are more satisfied and committed compared to people who do not feel they fit. This means that irrespective of the selection method used at the selection period there are other characteristics and factors that must be considered. The discussion can therefore be summarized that it is certainly more likely to lead to the recruitment and selection of individuals who are willing to give out their best and their long-term commitment to the

organization than is seeing recruitment and selection as a management decision-making process related to one-sided prediction of future performance.

4.8 Environmental factors influencing recruitment and selection process

There are certain environmental factors which influence the recruitment and selection process. Some of which are the political factors, legal factors, and socio-cultural factors. The table below illustrates the responses to the above mentioned environmental factors. It provides much on legal factors such as laws, regulations, and court decisions, socio-cultural factors such as religion, ethnicity, family, friends, tradition, etc. and political such as executive, legislative and judicial influences. This states that **23** respondents from the general employees representing **37** per cent strongly agree to the fact that legal factors duly influence the recruitment and selection process. Also, **21** respondents representing **33** per cent do agree to the legal-factor influence. **14** out of the **63** respondents (workers) representing **22**, and **5** respondents representing **8** per cent disagree and strongly disagree respectively. Find below a table depicting the environmental factors that influence recruitment and selection process.

Table 4.4: Environmental factors that influence recruitment and selection

Legal Factors	Freq	%tage	Political Factors	Freq	%tage	Socio-cultural Factors	Freq	%tage
Strongly Agree	23	36.5	Strongly Agree	5	7.9	Strongly Agree	12	19.0
Agree	21	33.3	Agree	23	36.5	Agree	9	14.3
Disagree	14	22.2	Disagree	17	27.0	Disagree	20	31.7
Strongly Disagree	5	7.9	Strongly Disagree	18	28.6	Strongly Disagree	22	34.9
Total	63	100	Total	63	100	Total	63	100

Source: Field Data (2011)

On political factors, **5** respondents representing **8** per cent strongly agree, **23** respondents representing **37** per cent agree, **17** respondents with **27** per cent disagree and **18** respondents representing **29** strongly disagree. Finally, the socio-cultural factors as one of the environmental factors which influence the recruitment and selection process were criticized by respondents. **12** respondents out of the **63** representing **19** per cent said they strongly agree that environmental factors do influence the recruitment and selection process. Whilst **9** respondents, representing **14** per cent agree to that assertion, **20** respondents with **32** per cent disagree and **22** out of the **63** (workers), representing **35** per cent strongly disagree on the socio-cultural factors that prevails in the recruitment and selection process.

Even though organizations have resorted to the advertisement of position in the media, there had been instances where people maneuver their way through political, legal, and socio-cultural means to get their relations and compatriots engaged in employment. Rao (2008) mentioned that, political

compulsions, constitutional provision covering reservations for special groups, providing employment to sons of the soil, offering jobs to displaced person whose lands have been acquired in order to set up projects of national importance have also come in the way of recruiting people. Also factors such as influence of unions, recommendations of friends and relatives of management also play an important role in influencing recruitment and selection process of most organizations such as the CSIR. This had been a challenge to the use of standardized recruitment and selection practices which opens the opportunity for the most qualified human resource to be employed.



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This research work was undertaken to investigate into the recruitment and selection practices at the CSIR (Kumasi-based Institutes). The investigation was into whether the CSIR (Kumasibased Institutes) has any recruitment and selection policy which is being used consistently without fear or favour. The study with its specific objective attempted to identify process of recruitment and selection at the study area. It was also to evaluate the recruitment and selection processes, to examine the relationship between selection and employee performance. It further determined the environmental factors (such as political, legal, and socio-cultural) on the mode of recruitment and selection. The research therefore sought to make conclusion and recommendations that assist in any other research activity.

5.1 Summary of findings

Recruitment and selection is said to be the process of discovering, developing, seeking and attracting individuals to fill actual and/or anticipated job vacancies and has three general purposes to fill job vacancies, to acquire new skills, and to allow organizational growth. Selection on the other hand is the partner of recruitment and directed to the attainment and accomplishment of goals. Selection is a process which involves the application of appropriate techniques and methods with the aim of selecting, appointing and inducting competent personnel to work for the

organization. Recruitment and selection are components of the same system or process that could also be considered separately, though they are not mutually exclusive functions. In the light of this, where the recruitment and selection practices are not effective and not consistent, there is the possibility that it will affect the performance of potential employees and the organization as a whole.

5.1.1 Recruitment and selection policy

The policy on recruitment and selection is the key principles that guide management in their decision making for engaging qualified and competent human resources for the institutes. This indicates that without the idea of the recruitment and selection policy any informal way of employment could be exercised. Findings of the research conducted revealed that the larger percentages of respondents do not have any knowledge of the policy. The results provided stated that **40.5** per cent had knowledge about the policy and **59.5** per cent had no knowledge about it. Although **40.5** per cent of the respondents knew about the recruitment and selection policy, it was realized that they did not have a copy of the recruitment and selection policy neither do they knew the content of the said policy.

5.1.2 Recruitment and Selection Process

Recruitment practices are the exercises that are repeatedly done in order to improve performance on a specific subject matter. Recruitment process which is an ongoing event begins with the human

resource planning, where vacancies are identified, job analysis is designed to outline the person specification and role specification, then notification of all prospective employees. On the notification, it was found out that the CSIR (Kumasi-based institutes) relied mostly on the external recruitment sources which generally had several media to communicate vacancy information to the public. Thus the external sources attracted a greater value via the newspaper. The study also found out that though internal recruitment were practiced, but was not strictly on the basis of promotion, transfers etc. because such means do not indicate either the existing employee can occupy any vacant position without thorough examination in consonance with the job analysis. This leads to the fact that, internal sources are considered where existing employees qualify to fill vacant positions.

5.1.3 Environmental factors that affect recruitment and selection

Environmental factors such as legal, political, socio-cultural factors normally influence the recruitment and selection process in general. At CSIR (Kumasi-based institutes) such illegal employment practices as embodied in the labour Act (651) were not stated in either the recruitment and selection policy or the conditions of service of the Council. Any kind of illegality such as discrimination was not allowed during the recruitment and selection process. Word-of-mouth was used to provide information to relations, friends, and outsiders but they were interviewed and considered for employment on merit.

5.2 Conclusion

Recruitment and selection practices at the CSIR is generally accepted by all the thirteen institutes. Although the respondents were not aware of the policy, and thus do not know the details of it. The review of the policy is another matter to be discussed which the council would have to make provision to suit contemporary trend of the labour market.

The recruitment and selection processes should be followed. This would ensure that qualified research scientists and supporting staff are acquired by the Council. By this it could be emphasized that candidates or employees with **whom you know** syndrome could generate the culture of impudence, disrespect and lead to underperformance. With the junior staff category, most of the respondents did not go through any formal recruitment and selection process. It is important to note that the recruitment and selection policies are not an end in itself, but the means to an end. In other words, if the policies are correctly implemented, they could eliminate delays in appointing employees and resource the Council with qualified, competent, and experience human resources. The study unveiled that, internal sources of recruiting existing employees would increase personnel morale, retain employees, and reduce cost on training.

5.3 Recommendations

The following suggestions have been recommended for the effective and efficient implementation of standardized recruitment and selection practices that will impact positively on the growth of the Council for Scientific and Industrial Research and for that matter the Kumasibased Institutes (CSIR).

5.3.1 Recruitment and selection policy

The study found out that most employees do not have access to the recruitment and selection policy in order to know the content of it. Therefore it is recommended that the policy or the conditions of service within which the recruitment and selection policy could be found, should be made available to all employees and candidates/applicants, so that they will have a fair knowledge of what is required of them. It is also proposed that standardized recruitment and selection policy is designed, and reviewed periodically to suit the changing selection methods of today's world of work.

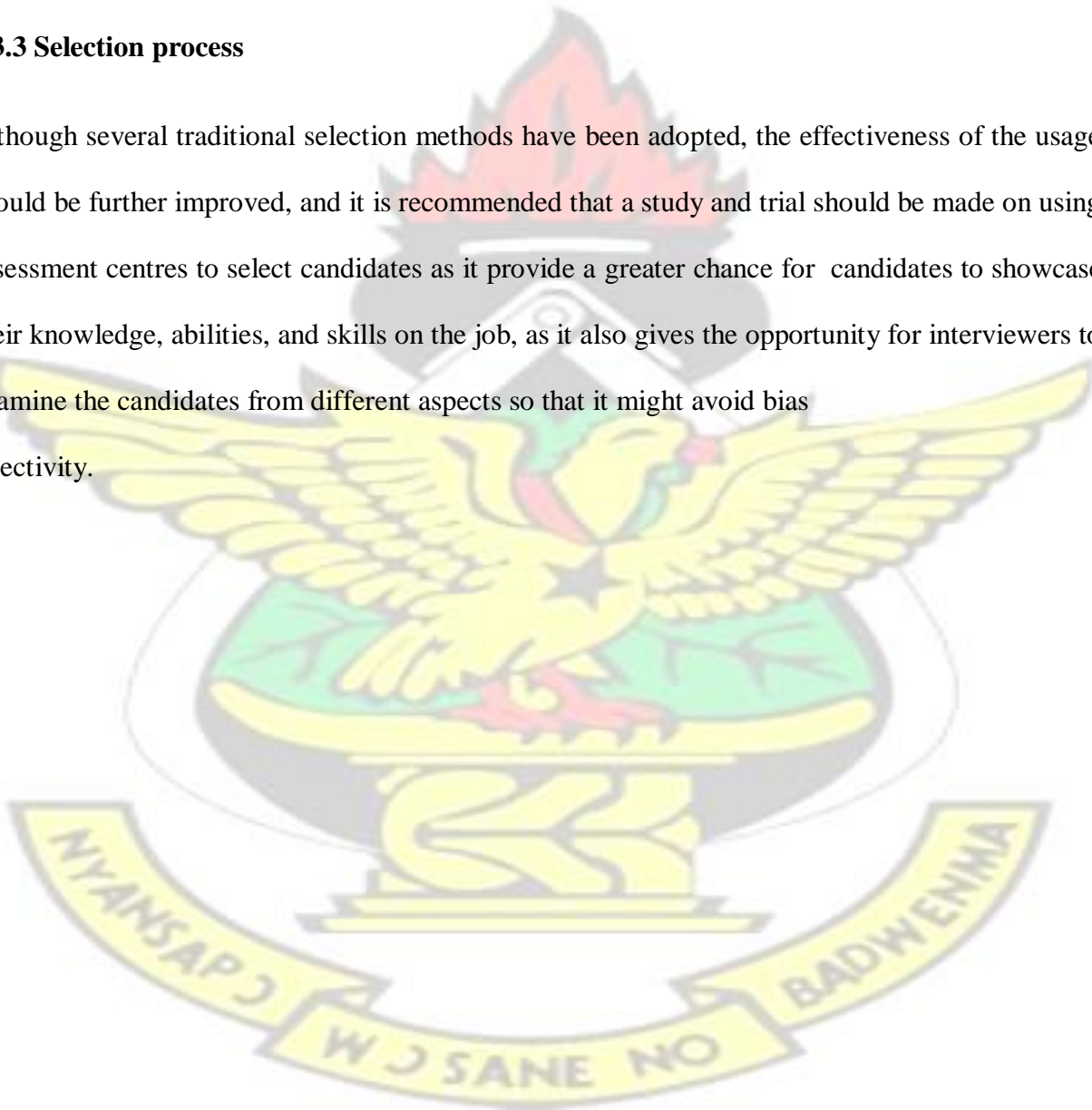
5.3.2 The sources of recruitment

The study also revealed that both external and internal sources of recruitment are practiced for the attraction and acquisition of qualified employees. This therefore prompts the researcher to suggest that, regardless of either using the internal or the external sources of recruitment and selection, a

systematic selection process of the external sources should be followed and this will enable the Council to employ qualified and committed employees for scientific research activities.

5.3.3 Selection process

Although several traditional selection methods have been adopted, the effectiveness of the usage should be further improved, and it is recommended that a study and trial should be made on using assessment centres to select candidates as it provide a greater chance for candidates to showcase their knowledge, abilities, and skills on the job, as it also gives the opportunity for interviewers to examine the candidates from different aspects so that it might avoid bias selectivity.



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APPENDIX 1

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY KNUST
SCHOOL OF BUSINESS**

MASTER OF BUSINESS ADMINISTRATION

QUESTIONNAIRE FOR ADMINISTRATORS/MANAGEMENT

THESIS TOPIC: INVESTIGATION INTO THE RECRUITMENT AND SELECTION PRACTICES AT THE COUNCIL FOR SCIENTIFIC AND INDUSTRIAL RESEARCH KUMASI BASED INSTITUTES

The aim of this questionnaire is to investigate the Recruitment and Selection Practices at the Kumasi Based Institutes of the Council for Scientific and Industrial Research (CSIR). It is to help gather data for academic purposes only. Your response will be treated with utmost confidentiality.

I am therefore soliciting your co-operation in this exercise. Thank you.

1. Sex
 - a. Male ☐
 - b. Female ☐
2. Age
 - a. 18 – 28 years ☐
 - b. 29 – 39 years ☐
 - c. 40 – 49 years ☐
 - d. 50 year and above ☐
3. Level of Education
 - a. G.C.E. „O“ Level/“A“ Level/WASSCE/SSCE ☐
 - b. HND/DBS/Professional Diplomas ☐
 - c. Bachelors Degree ☐
 - d. Masters Degree/PhD ☐
 - e. Other (Specify)
4. How long have you worked with the Institute?

- a. Less than 5 yrs []
- b. 6 years to 10 years []
- c. 11 years to 15 years []
- d. 16 years to 20 years []
- e. 20 years and above []
5. Which of the following staff category do you belong?
- a. Senior Members []
- b. Senior Staff []
6. Are you part of the Institute's management?
- a. Yes []
- b. No []
7. How did you join the Institute/Council?
- a. Filling of application forms []
- b. Applied through internet []
- c. By providing CV []
- d. Other (Specify)
8. Do you have recruitment and selection policy at your institute?
- a. Yes []
- b. No []
9. Which of the following types of recruitment do you mostly use at your Institute?
- a. External source []

- b. Internal source []
10. Which of the following external sources of recruitment do you often use?
- a. Advertisement []
- b. Employee referrals []
- c. Employment Agencies []
- d. Unsolicited applicants []
- e. Walk-ins []
11. Which of the following internal sources of recruitment do you usually use?
- a. Promotion []
- b. Transfer []
- c. Job postings []
- d. Not applicable []
12. If internal recruitment is used to fill vacant positions, do you conduct a thorough examination?
- a. Yes []
- b. No []
13. Which advertising medium did you make known your vacancy information to the public?
- a. Radio []
- b. Newspaper []
- c. Television []
- d. Internet []
- e. Other (Specify)

14. Which of the following medium do your applicants use to apply for vacant positions?
- a. Filling of application forms []
 - b. Applied by letter []
 - c. By providing CV []
 - d. Other (Specify)
15. Who is responsible for recruitment and selection at your Institute?
- a. Director []
 - b. Administrative Officer []
 - c. Interview panel []
 - d. Other (Specify)
16. Which of the following recruitment and selection methods do you conduct on applicants before you offer them appointment?
- a. Preliminary screening []
 - b. Employment test []
 - c. Employment interview []
 - d. Assessment centres []
17. How do you describe the recruitment and selection process?
- a. Excellent []
 - b. Very good []
 - c. Good []
 - d. Poor []
18. Do you communicate to applicants who are not considered for employment?

- a. Yes []
- b. No []
19. Does any of the following illegal practices found in the recruitment and selection policy?
- a. Socio-cultural discrimination Yes [] No []
- b. Political discrimination Yes [] No []
- c. Gender discrimination Yes [] No []
- d. Disability discrimination Yes [] No []
20. Have you ever employed a candidate who could not deliver?
- a. Yes []
- b. No []
21. If yes, what are some of the factors that led to his/her underperformance?
-
-
-
-
22. How has your recruitment and selection practices positively affected your Institute?
- a. Financial performance Yes [] No []
- b. Research and product development Yes [] No []
- c. Increase in employee productivity Yes [] No []
- d. Retention of quality employees Yes [] No []
23. Who makes the selection decision?

- a. Director []
- b. Administrative Officer []
- c. Heads of Division []
- d. Interview panel []
- e. Other (specify)

24. How often do you review your employment policies?

- a. Annually []
- b. Bi-annually []
- c. Quarterly []
- d. Other (specify)

25. Do you support the idea that environmental (political, socio-cultural) influence recruitment and selection decisions?

- a. Yes []
- b. No []

26. Do you really consider applicants with relative(s) who are workers at the Institute?

- a. Yes []
- b. No []

Comment on your answer

27. What are some of the challenges you do encounter related to your recruitment and selection practices?

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28. Any other comments/concerns?

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APPENDIX II

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

KNUST SCHOOL OF BUSINESS

MASTER OF BUSINESS ADMINISTRATION

QUESTIONNAIRE FOR WORKERS

THESIS TOPIC: INVESTIGATION INTO THE RECRUITMENT AND SELECTION PRACTICES AT THE COUNCIL FOR SCIENTIFIC AND INDUSTRIAL RESEARCH KUMASI BASED INSTITUTES

The aim of this questionnaire is to investigate the Recruitment and Selection Practices at the Kumasi Based Institutes of the Council for Scientific and Industrial Research (CSIR). It is to help gather data for academic purposes only. Your response will be treated with utmost confidentiality. I am therefore soliciting your co-operation in this exercise. Thank you.

1. Sex
- a. Male ☐
- b. Female ☐
2. Age
- a. 18 – 28 years ☐

- b. 29 – 39 years []
- c. 40 – 49 years []
- d. 50 year and above []
3. Level of Education
- a. G.C.E. „O“ Level/“A“ Level/WASSCE/SSCE []
- b. HND/DBS/Professional Diplomas []
- c. Bachelors Degree []
- d. Masters Degree/PhD []
- e. Other (Specify)
4. How long have you worked at this Institute?
- a. less than 5 yrs []
- b. 6 year to 10 years []
- c. 11 years to 15year []
- d. 16 years to 20 years []
- e. 20 years and above []
5. Which of the following staff category do you belong?
- a. Senior Members []
- b. Senior Staff []
- c. Junior Staff []
- d. Casual Labourer []
6. How did you join the Institute/Council?
- a. Filling of application forms []
- b. Applied by letter []
- c. By providing CV []
- d. Other (Specify)
7. Which advertising media did you obtain your vacancy information?
- a. Radio []
- b. Newspaper []

- c. Television []
- d. Internet []
- e. Other (Specify)
11. Who is responsible for recruitment and selection at your Institute?
- a. Director []
- b. Administrative Officer []
- c. Interview panel []
- d. Other (Specify)
12. Are you aware of any recruitment and selection policy in your institute?
- a. Yes []
- b. No []
13. Did you go through the selection process?
- a. Yes []
- b. No []
14. Which of the following recruitment and selection methods is applied at your institute?
- a. Preliminary screening []
- b. Application of blank form []
- c. Employment test []
- d. Employment Interview []
- e. Other (Specify)
5. If you were selected from the interview, do you think the interview panel acted professionally?
- a. Yes []
- b. No []
- Any comment on your answer?
16. Which of the following activities could enhance the performance of the Institute's recruitment and selection team?

- a. Training and Development []
- b. Education []
- c. Refresher courses []
- d. other (Specify)
17. How would you describe the recruitment and selection process?
- a. Excellent []
- b. Very good []
- c. Good []
- d. Poor []
18. Did you have any relative who was/is a worker at the Institute?
- a. Yes []
- b. No []
19. The table below shows the environmental factors that could influence the recruitment and selection process in your Institute. Indicate the extent to which you either strongly agree (SA), Agree (A), disagree (DA) strongly disagree by a tick (✓) in the appropriate cell.
- | Environmental factors | SA | A | D | SD |
|--|----|---|---|----|
| Legal factors, such as laws, regulations, court decisions. | | | | |
| Political factors such as executive, legislative and judicial influence | | | | |
| Socio-cultural factors such as religion, ethnicity, race, tradition, family, friends, etc. | | | | |
20. Which of the following illegal practices are found in the employment policy of your institute during the recruitment and selection process?
- a. Gender discrimination Yes [] No []
- b. Social discrimination Yes [] No []
- c. Political discrimination Yes [] No []

- d. Discrimination against physically challenge Yes [] No [] 21.
Did you find any kind of nepotism and favouritism during the selection process?
- a. Yes []
b. No []
22. Did you go through any induction (training) when you were offered appointment?
- a. Yes []
b. No []
23. Any other comments/concerns about the recruitment and selection process?
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.....

APPENDIX III

CONDITIONS OF SERVICE FOR SENIOR STAFF

APPOINTMENTS

Section 6: ELIGIBILITY FOR APPOINTMENT

To be eligible for appointment a candidate must have the requisite qualifications and/or experience as may be laid down from time to time by the Council in its Scheme of Service.

Section 7: TENURE OF OFFICE

The tenure of office for all categories of staff covered by these Conditions of Service shall be subject to satisfactory performance of their duties and work output in their respective grades.

Section 8: APPOINTMENT PROCEDURE

- (1) Candidates shall normally apply in response to an advertisement but they shall be free to apply for consideration for appointment into an appropriate Institute/Unit depending on availability of vacancies.

- (2) Candidates shall complete approved application forms. They shall name three referees at least one of whom shall be from institutions where the candidates concerned pursued their studies or acquired their relevant professional or industrial experience.
- (3) Candidates shall be interviewed by a competent Appointment Panel constituted in accordance with Council regulations within 90 days of the closing date of the advertisement. This Panel shall include at least two persons who have expert knowledge in the candidate's field of specialization.
- (4) The effective date of appointment, unless otherwise stated in the letter of appointment, shall be the date of assumption of duty.
- (5) The effective date of upgrading a serving officer who so qualifies for upgrading by securing a higher qualification shall normally be the date obtained the higher qualification or as stated in the letter upgrading him.
- (6) The Conditions of Service specified in these Regulations shall prevail in all cases of conflict with any other terms of employment.

CONDITIONS OF SERVICE FOR SENIOR MEMBERS

APPOINTMENTS

Section 6: ELIGIBILITY FOR APPOINTMENT

To be eligible for appointment a candidate must have the requisite qualifications and/or experience as may be laid down from time to time by the Council in its Scheme of Service.

Section 7: TENURE OF OFFICE

The tenure of office for all categories of staff covered by these Conditions of Service shall be subject to satisfactory performance of their duties and work output in their respective grades.

Section 8: APPOINTMENT PROCEDURE

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- (2) Candidates shall complete approved application forms. They shall name three referees at least one of whom shall be from institutions where the candidates concerned pursued their studies or acquired their relevant professional or industrial experience.
- (3) Candidates shall be interviewed by a competent Appointment Panel constituted in accordance with Council regulations within 90 days of the closing date of the advertisement. This Panel shall include at least two persons who have expert knowledge in the candidate's field of specialization.
- (4) Every appointment in the Senior Research Scientist grade or equivalent grades above shall be made in writing by the Director-General. Appointments below this grade shall be made by the Director or Head of the Institute on behalf of the Council after the laid down procedures for interview have been complied with and the interview report approved by the Director-General. The letter of appointment shall set out the conditions of employment and shall not be valid until it has been accepted in writing.

(5) The effective date of appointment, unless otherwise stated in the letter of appointment, shall be the date of assumption of duty.

