

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY -

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COLLEGE OF ARTS AND SOCIAL SCIENCES

SCHOOL OF BUSINESS



**THE EFFECT OF RECRUITMENT AND SELECTION POLICIES AND
PRACTICES ON ORGANISATIONAL PERFORMANCE: A CASE
STUDY OF NAJA DAVID VENEER AND PLYWOOD LIMITED**

BY

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JUNE, 2014

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By

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ABSTRACT

Since performance is the major concern of management of every business organisation, the calibre and levels of employees in an organisation determine its success or failure. The practice whereby unqualified employees were hand picked by managers to work in an organisation does not help matters. This study sought to examine the effect of recruitment and selection policies and practices on organisational performance - A case study of Naja David Veneer and Plywood Limited. The study focused on the plymill, sawmill and administration sections of the company. Respondents were sampled from management and senior staff categories of the company. Questionnaires and interviews were used to collect both primary and secondary data. Also, both qualitative and quantitative methods were used to analyse the data. The study revealed that Naja David Veneer and Plywood Limited has a policy and procedures on recruitment and selection of employees. The study identified the usage of internal recruitment methods largely to fill in vacant positions in the company. The study revealed that socio-cultural factors and bias constitute the major challenges influencing recruitment and selection practices at NDVPL. The study revealed positive correlation between recruitment and selection methods and NDVPL performance. It was therefore recommended that other recruitment source such as external should be given equal attention for the supply of qualified and much needed external skills necessary for the growth and development of NDVPL. The researcher also recommends the use of assessment centres in the recruitment and selection practices of the company to avoid biases and ensure fairness and credibility in the selection process of the company. The researcher recommends further study on the effect of recruitment and selection policies and practices on employees' performance: A case study of Naja David Plywood and Plywood Limited.

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In the name of God, Most Gracious, Most Merciful. Thanks be to Allah for granting me life, faith, health, strength and ability to complete this research.

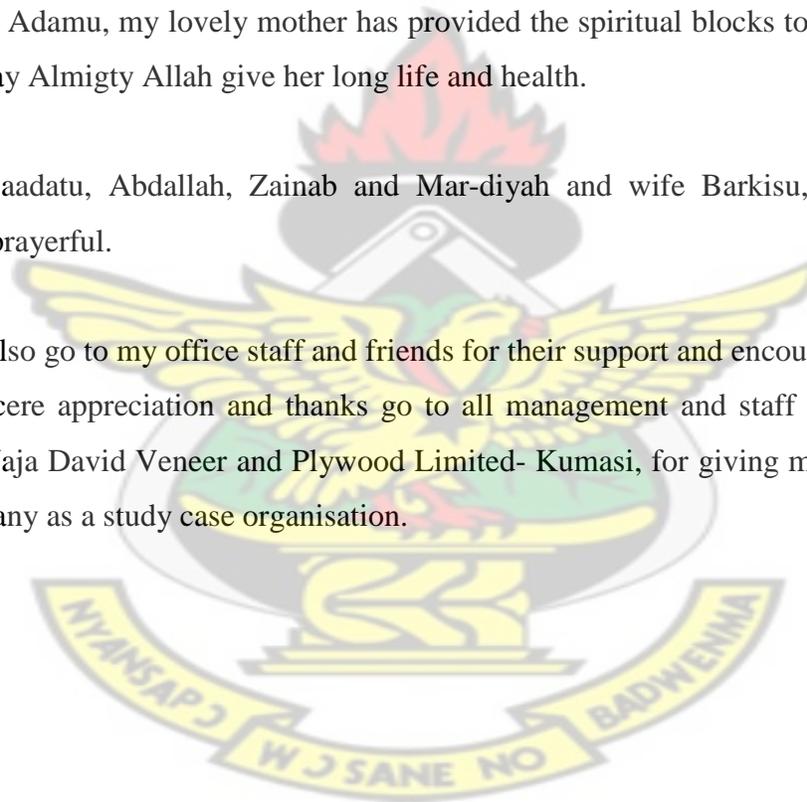
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DEDICATION

This thesis is dedicated to my Beloved Wife, Barikisu and Children

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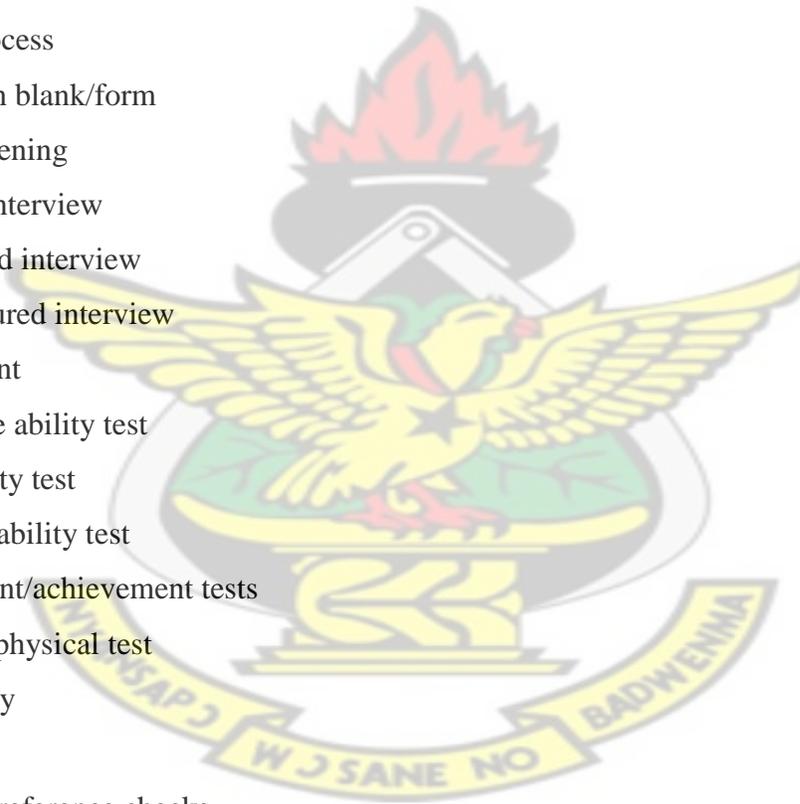


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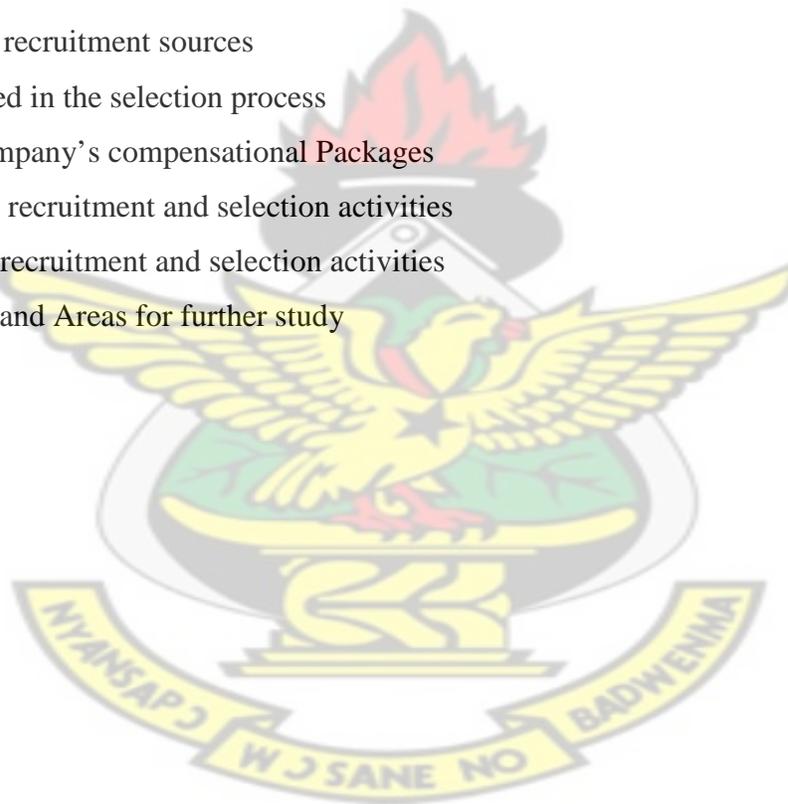
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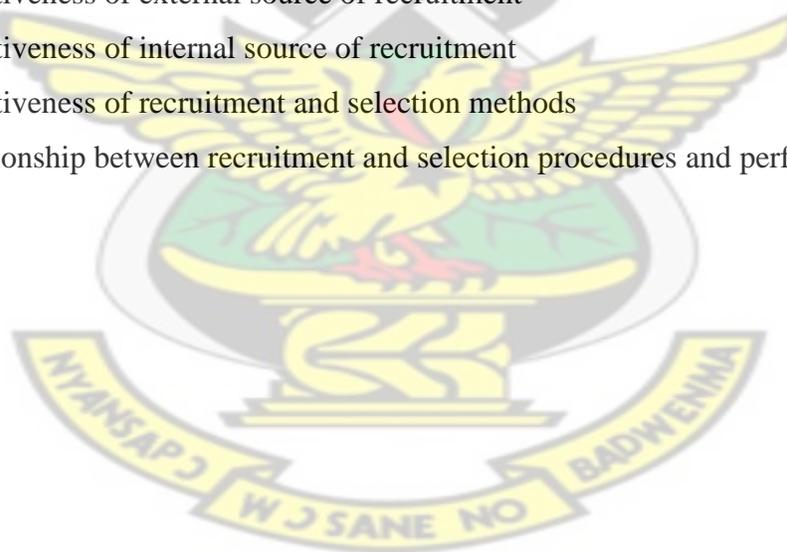
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LIST OF ABBREVIATIONS

NDVPL – Naja David Veneer and Plywood Limited

SPSS – Statistical Package for Social Sciences

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CHAPTER ONE

INTRODUCTION

1.0 Background of the study

Employees are said to be the most vital resource of any business organization. This is because all the other organizational resources such as machinery, land and capital cannot perform a task by themselves without human manipulation. Employees cannot perform task of the same quality and levels even if they are given equal inputs to work with because of differences in skills, knowledge, abilities and attitudes (competencies). These are the basic natural human resources embedded in the human being. These resources are unique to each person both in quality and levels. For an individual employee to be effective and productive in his or her job, it is largely dependent on the levels and quality of these natural human resource embedded in him or her. Even though, these resources are said to be natural, they can be acquired and improved upon through training, retraining, education and development and experience.

It has also been said that, the most important human resource decision management of business organizations can make is the caliber of people to hire. It makes sense if management can figure out who the right person is. The objective of effective recruitment and selection policy of a business organization is to figure out who these right people are, by matching individual characteristics with the requirements of the job. When management fails to get a proper match, both employee performance and satisfaction suffer (Robbins *et al.*, 2009).

Because of globalization, increase technological usage and stiff competition, business organizations across the globe have resorted to hiring the best and smart talents that will help them achieve organizational objectives. As a matter of fact, it is even more dangerous and expensive for business organizations to remain stand-still than to make an effort to move forward. Stocking a company with top talents have been described as the single most important job of management, and the ability to attract and hire the right kind and level of talents are critical elements of most business successes (Gomez-Mejia *et al.*, 2007).

Imagine a customer of a company who is being served by a slow and inept sales staff or a supervisor who has to constantly correct and re-perform the task of an inept subordinate. Wrong hires can lead to friction among employees and can even result in the exit of the most experienced and skillful staff of a company because they may not want to be associated with poor performance and failure of others (Armstrong, M., 2006).

Even though human resource managers are responsible for designing employee recruitment and selection policies in many firms, other departmental managers need to understand and use these policies. Failure on the part of managers responsible for hiring company's staff to be circumspect in the recruitment and selection processes can hurt the organization. A poorly and haphazardly organized recruitment and selection processes can lead to hiring of employees with little or no skill, knowledge, ability and required attitude necessary to perform an expected task. Such an employee will perform poorly on his or her job. The result will be waste of company's resources such as time, money, effort and attention.

The company may require extra-fund and time to train and retrain such employee or transfer, re-assign or even terminate his or her appointment all together where necessary. In case of termination, the company may require extra fund and time to restart a whole process of recruitment and selection to find a suitable replacement (Poole, M. *et al.*,1999). For instance a poorly skilled sales representative may not be able to articulate, package and market his/her employer's products to the existing and potential customers, and in this world of globalization and competition, customers of the company may shift their demand for a competitor's product. Also a vehicle driver, who has no valid driving license and requisite driving experience but is hired because the company has no proper policy on recruitment and selection, is out of tune with best practice in recruitment and selection. This driver may drive recklessly and negligently to fatal accidents and loss of properties of third parties. What will be the effect on the company? The reader's guess is as good as that of the researcher. This explains the principle of vicarious liability on the part of the employer.

The principle states that, an employer is vicariously liable for the torts of his or her employee while performing his or her normal duties. This therefore means that, an employer is required to be circumspect and ensure due diligence in the course of, and in the process of hiring staff. Employees who pass through the proper recruitment and selection processes can perform well in their jobs, all other things being equal. The output of the company will increase with corresponding increase in revenue. Such employees can be adequately rewarded by receiving performance pay. When managers were circumspect in the hiring process, the hired employees are likely to be effective and the company can perform well by achieving large market share, increase profit or high share price, whichever is the case for the company?

Because of competition, modern business organizations prefer to invest substantial amount of money in their human resources from the starting point of hiring, placement, orientation, training and development, motivating, rewarding, promoting, transferring, discipline and exit of their staff (staffing). Critics may argue that such investment may deplete the financial resources of the company. However, the opportunity cost of investing in human resources of an organization is higher and above the investment.

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1.1 Problem statement

Competition, technology and globalization have made it unwise business decision for companies to arbitrarily increase the prices of their goods and services in their desire to maximize profit. This is because they may lose their customers to their competitors who have not done so. It is therefore incumbent upon managers of companies to seek and design alternative business strategies that will minimize their operational cost and improve their bottom line. Employing large number of employees do not guarantee high company performance, because if such employees have little skills and knowledge, their productivity will be low and their contribution will be minimal (Gomez-Mejia *et al.*, 2007). On the other hand where a company is able to hire qualify, skillful and talented staff, all other things being equal, the employees will be effective and productive in their job, and the company will be able to produce to meet its customers demand and operational schedules. Managers of companies are therefore in a dilemma as regards the identification and choice of the best business strategies that will improve their company's performance while keeping operational cost at minimum levels. The question one will ask is, what should managers of business organizations do to stay in competition, reduce operational cost and achieve their corporate objectives?. For example, in the sale and purchase agreement of Ghana Telecom between the Ghana Government and Vodafone company in 2007. The

government decided to off-load about 70% share of the enterprise to Vodafone company, a private Telephone company with its Head-Office in Britain. This decision generated strong opposition from some sections of the Ghanaian public especially the then main political opposition party, the National Democratic Congress. However, despite this opposition, the Government went ahead with the transaction. Meanwhile, the total staff strength of Ghana Telecom was about 4,200 at that time and yet the company was incurring losses for the state. After the purchase, management of the new Vodafone company (GH) came out with a policy to declare some of the staff redundant. They described the policy as a 'necessary evil' and wanted to keep in tune with their competitors in the industry who were performing well with minimum staff. Interestingly, whilst the company was declaring some staff redundant, it was at the same time employing new ones from outside. The question one may ask is, why such decision?

Despite the existence of best practices in recruitment and selection of employees, some organizations and managers resort to unconventional ways in recruiting and selecting their employees. For example, in some organizations, The CEO may single handedly appoint an employee to a key position in the company without recourse to any lay down policy. This usually results in square pegs in round holes or people in positions they are not qualified for or have no knowledge about. For example, an unqualified driver who was hired because of his affiliation with the CEO of a company may recklessly and negligently cause damage to a third party's property. Such actions may open-up the company to legal sue and high compensation claims (Gomez- Mejia, 2007). Such practices hurt business organizations with most of them collapsing. Some organizations may even go bankrupt due to bad recruitment and selection decisions.

Therefore, the problem the researcher intends to investigate into is the effect of recruitment and selection policies and practices on organisational performance - A case study of Naja David Veneer and Plywood Limited.

1.2 Objectives of the study

The objectives of the study are divided into two, the general and the specific objectives.

1.2.1 The general objective of the study is;

‘To examine the effect of recruitment and selection policies and practices on organisational Performance.’

1. 2. 2 Specific Objectives

The specific objectives of the study are:

- (a) To identify the type of recruitment and selection policies and procedures at Naja David Veneer and Plywood Limited.
- (b) To assess the effectiveness of the recruitment and selection policies and practices at Naja David Veneer and Plywood Limited
- (c) To find out some of the challenges in recruitment and selection practices at Naja David Veneer and Plywood Limited
- (d) To make recommendations on how to improve on recruitment and selection practices at Naja David Veneer and Plywood Limited

1.3 Research questions

The following questions serve as basis for the above stated objectives:

- (a) What type of recruitment and selection policies and procedures exist at Naja David Veneer and Plywood Limited?
- (b) How effective are the policies on recruitment and selection at Naja David Veneer and Plywood Limited?
- (c) What are some of the challenges in recruitment and selection practices at Naja David Veneer and Plywood Limited?
- (d) How can recruitment and selection practices be improved at Naja David Veneer and Plywood Limited?

1.4 Significance of the Study

The study aimed at identifying the recruitment and selection activities at NDVPL. High company performance has become the concern of management of business organizations, and organizational performance is achieved through and with people. Employees join an organization through recruitment and selection. Organizational policies on recruitment and selection determine the caliber and levels of employees in an organisation. An enterprise with good recruitment and selection policies will have qualify and skillful employees' and perform better than another with poor or no policy on recruitment and selection. Therefore, it is important to conduct this research study to find out the type, effectiveness, challenges of recruitment and selection practices and recommend appropriately to management of the study organization on how to improve its recruitment and selection for better performance. The findings and recommendations of this study will add to the literature under the topic. Other organizations both

state-owned and private companies can benefit from the outcome and recommendations of this research for national development.

1.5 Brief methodology

Data for this research was obtained from two main sources, primary and secondary sources. The primary source entailed questionnaires and interviews while the secondary source were obtained from journals, books, magazines and other publications on recruitment and selection. Qualitative and quantitative methods of analysis were used to analyzed the data using statistical package for social sciences tool.

1.6 Scope of the study.

Because of convenience and easy access to employees for data, this study covers only employees in the plymill, administration and sawmill sections of NDVPL. The Plymill section is where plywood and veneer are manufactured whilst lumber is manufactured in the sawmill section. The administration section is where managerial and clerical duties are performed. Staff in the above mentioned sections are located in Kumasi, the factory site of the company.

1.7 Limitations of the Study

The basic challenge encountered in the course of writing this thesis has to do with finance. The researcher needed money to cover the cost of stationary items and travelling for data. It was difficult meeting the top-level management of the company for interview. This is because some of them hardly stay in their various offices for long hours. Also limited time was allowed by management of the company for the researcher to interact with each of the sampled employees for data. Retrieval of questionnaires administered was difficult from the sampled employees.

Some of the employees who were sampled to answer the questionnaires were reluctant to provide their demographic information to the researcher. Thus, the researcher had to convince and assure them of keeping the information confidential before they interacted with him.

1.8 Organization of the Study

The study is organized into five chapters. Chapter one introduces the study in terms of its background, problem statement, objectives, research questions, significance of the study, brief methodology, scope of the study, limitations of the study and finally, organization of the study.

Chapter two covers the literature review. It has in its content the various views of personalities on the research problem, operational definitions and conceptual frame work.

Chapter three focuses on the research methodology. It covers the introduction of methodology, research design, sources of data, population, sampling size, sampling technique, data collection instruments, data analysis technique and organizational profile. Chapter four dealt with the data presentation, analysis and discussion of findings. Finally, chapter five covers the summary of findings, conclusion and recommendations in the light of the study for better company performance.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter deals with literature on the topic. The purpose of this literature review is to highlight the extent of research carried on recruitment and selection by individuals and groups in the past.

2.1 Recruitment

After the results of the human resource planning show shortages in the human resources of an organization or the need for expansion due to increase demand for an organization's products or services, management then decides to fill in those vacancies or employ more people. This is done through recruitment and selection. The primary goal of staffing is to ensure that companies get the right number and qualified people they need in order for them to operate as efficiently and effectively as possible (Poole *et al.*, 1999). Staffing includes recruitment and selection, induction, placement, follow-up, rewarding, training & development, transfer, promotion, discipline and exit management of workers among others.

According to Gomez-Mejia *et al.* (2007), recruitment is the process of generating a pool of qualified candidates for a particular job. In the views of Pilbeam *et al.*, (2006), 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. Recruitment function is a critical and skillful activity of the human resources department in a competitive business environment.

2.2 Recruitment sources

Once management has determined an organization's staffing requirements, the recruitment process begins. The first decision made is whether a particular job opening should be filled by someone already employed in the organization or by an applicant from outside. Normally, organizations recruit from both internal and external. In each case, the advantages of recruiting outside the organization must be weighed against the disadvantages of recruiting inside the organization. The exact mix depends on the organization's strategic plan. Factors such as the amount of money that can be expended, the skills required, how quickly the position is to be filled, as well as careful consideration of the organization business environment, all feed into decisions regarding the internal/external recruitment mix (Olian and Rynes, 1984). Bohlander and Snell (2004), argued that whether a particular job vacancy would be filled by someone from within the organization or from outside would, of course, depend upon the availability of personnel, the organization's human resource policies, and the requirements of the job to be staffed.

2.3 Internal source of recruitment

According to Grobler (2006), probably the most important advantage to recruiting within the organization is the increased morale for employees who believe that the organization will reward successful performance and that they will be promoted to higher opportunities. Dessler (2005) argued that, there is no substitute for knowing a candidate's strengths and weaknesses. It is often

therefore safer to promote employees from within, since you are likely to have a more accurate view of the person's skills. Inside candidates may also be more committed to the organization. He added. According to Armstrong, (2001), the main sources of candidates for recruitment are from within the organization, all other things being equal, in terms of suitability for the job. This means that the organization has to first look within to fill vacant job openings before considering outside source for the supply of its human capital.

It is quicker and less expensive to recruit internally, because there may be no need to spend money on job advertisements or recruitment agencies. Instead a message can simply be placed on a company newsletter or posted on its intranet or staff notice boards. Further cost savings and efficiency gains can be made because internal recruits are typically able to take up posts much more quicker than people being brought in from outside. The other advantage stems from the fact that internal candidates, are more knowledgeable than new starters coming in from other organizations about what exactly the job involves. They are also more familiar with the organization's culture, rules and philosophy, and so take less time to settle into their new jobs and to begin working at full capacity (Torrington *et al.*, 2005). This therefore means that internal promotion serves as incentive for the internally promoted candidates which can boost their moral and increase their productivity.

The Chartered Institute of Personnel and Development Recruitment Survey (2004a), for example, found that 84% of United Kingdom organizations surveyed consider internal applicants in the first instance. They did so by using such methods of communication as internal e-mails or

intranet (69%), notice and bulletin boards (68%), team meetings (18%), then staff newsletters or magazines (14%), and by memos, circulars and direct approaches. Such favouritism for existing employees implies that senior positions tend to be filled internally more often than not, and that a worker is recruited from outside only if he or she demonstrates a significant margin of superiority over the internal candidates. According to Wright *et al.*, (1996), a strictly applied promotion from within policy eventually leads to inbreeding, a lack of cross – fertilization and a lack of creativity. A good goal is to fill eighty percent (80%) of openings above entry – level positions from within. From time to time, new blood is needed to provide the new ideas and innovation that must take place if organizations are to remain competitive. However, the management of internal recruitment practices is difficult to carry out effectively. Serious problems such as bitterness and low moral often occur when internal candidates fail to be selected. This is because they tend to enter the selection process with higher expectations of being offered the position. However, this is not the case with external candidates.

2.3.1 Internal methods of recruitment

Finding qualified applicants within the organization is the main goal of the internal recruiting effort. Boloisi,(2007), suggested that internal recruitment methods involve creating a pool of applicants to fill a vacancy from current employees. Thus, the organization operates from its own source of supply.

2.3.1.1 Job posting

Job posting inform employees about openings and required qualifications and invite qualified employees to apply. The notices usually posted on organization bulleting, boards or are placed

in the organization news letter. The most common method of internal recruitment according to Grobler (2006), is job posting. The purpose of job posting in the views of Werther (Jn).*et al.*, (1996), is to encourage employees to seek promotions and transfer that help the human resource department fill job openings and meet employees' personal objectives. They observed that job posting is most common for lower – level, clerical, technical, and supervisory positions. According to Harris (2000), organization publicizes job openings on bulletins, boards, electronic media and other medium. Dessler (2005), asserts that some union contracts require job posting to ensure union members get first choice of new and better positions. Internal recruitment methods aim at motivating own personnel and strengthen their bond with the organization. The system of job posting and job bidding can provide many benefits to an organization. However, these benefits may not be realized unless employees believe the system is being administered fairly. Furthermore, job bidding is more effective when it is part of a career development program in which employees are made aware of opportunities available to them within the organization (Bohlander and Snell,2004). In the views of Wright *et al.*, (1999), the bidding procedure minimizes the complaint, commonly heard in many organizations that insiders never hear of a job opening until it has been filled. The process reflects openness that most employees value high. An organization that offers freedom of choice and encourages career development has a distinct advantage.

2.3.1.2 Skills inventory

Another internal recruiting method is the use of skills inventory. Essentially, a skill inventory includes a list of employees' name, their education, training, present position, work experience,

relevant job skills and abilities and other qualifications. Management can search through the organization's staff records to identify potential candidates for the position openings (Anthony *et al.*, 2002). This internal method of recruitment encourages employees to always improve themselves. It also serves as motivation and moral booster to existing employees to stay with the organization for a long period of time.

2.4 External sources of recruitment

Despite the advantages of internal recruitment, organizations often have good reasons to recruit externally. For entry-level positions and perhaps for specialized upper level positions, the organization has no internal recruits from which to draw. Also bringing in outsiders may expose the organization to new ideas or new ways of doing business (Noe *et al.*, 2004). An organization that uses only internal recruitment can wind up with a workforce whose members all think alike and therefore may be poorly suited to innovation. Dessler (2005) asserts that, external sourcing may require forecasting general economic, occupational and market conditions.

2.4.1 External methods of recruitment

This section of the study looks at the methods of external recruitment such as unsolicited applications and resume, employee referrals, advertisement, educational institutions, E-recruitment among others.

2.4.1.1 Unsolicited application and resumes

Direct applicants; Recruitment is an active and often aggressive process. To find the best candidates for employment, organization gets out and search for them. From time to time, however, excellent applicants turn up unexpectedly. One advantage is that many direct applicants are to some extent already “sold” on to the organization. Most of those applicants might have done some research and concluded that there is enough ‘fit’ between themselves and the vacant position to warrant submitting an application, a process called self-selection, which, when it works, eases the pressure on the organization recruiting and selection system (Noe *et al*, 2004). According to Bohlander and Snell (2004), even though, the percentage of acceptable applicants from this source may not be high, it is a source that cannot be ignored. In fact, it is often believed that individuals who contacted the employers on their own initiative will be better employees than those recruited through college placement services or newspaper advertisements, they added.

2.4.1.2 Employee referrals

According to Noe *et al*. (2004), Referrals are people who apply because someone in the organization prompted them to do so. Many job seekers look to friends, relatives, and acquaintances to help them find employment. Using these social networks not only helps the job seekers, but also simplifies recruitment process for employers. An additional benefit of using such source is that it cost much less than formal recruiting efforts. Stewart *et al.*, (2001), asserts that, Managers have found that the quality of employee – referred applicant is normally quite high, since employees are generally hesitant to recommend individuals who might not perform well. However, some managers avoid employee referrals because inbreeding and nepotism can

cause employee morale problem, as well as a lack of successful and productive employees in future years. For example, employees whose friends were rejected for employment will also feel disappointed and may affect their moral and productivity. Naturally, employees who recommend applicants are dissatisfied when their applicants are not hired. They may show their dissatisfaction by not cooperating with the new employee (Grobler, 2005). However, the new employees may also come with a more realistic picture of what working in the firm is like. But the success of the campaign depends a lot on employee morale. And the campaign can backfire, if an employee's referral is rejected and the employee becomes dissatisfied (Dessler, 2005). According to Cascio (1992), employee referral is an internal recruitment method, since internal rather than external sources are used to attract candidates.

2.4.1.3 Advertisement

Advertisement is the most obvious method of attracting candidates. According to Armstrong (2006), the objectives of an advertisement should be to: attract attention, create and maintain interest, and stimulate action. According to Grobler (2005), a successful recruitment advertisement is based on the answers to four questions, namely;

- (1) What do you want to accomplish?
- (2) Who do you want to reach?
- (3) What should the advertising message convey?
- (4) How and where should you advertise?

While newspapers and trade journals are the media used, most often radio, television, billboards, posters, and electronic mail are also utilized (Stewart *et al*, 2001). Advertising has the advantage

of reaching a large audience of possible applicants. Some degree of selectivity can be achieved by using newspapers and journals directed toward a particular group of readers.

The preparation of recruiting advertisement is not only time consuming, it also requires creativity in developing design and message content. Advertisement can sometimes place a severe burden on an organization's employment office. Even though the specifications from openings are described thoroughly in the advertisement, many applicants who know they do not meet the job requirements may still be attracted. They apply with the hope that the employer will not be able to find applicants who do meet the specifications (Bohlander and Snell, 2004).

2.4.1.4. Educational institutions

According to Bohlander and Snell (2004), educational institutions are typically a source of young applicants with formal training but with relatively little full time experience. The authors maintained that for technical and managerial positions, colleges and universities are generally the primary source. In their views, some employers fail to take full advantage of college and university resources because of a poor recruitment program. Consequently their recruitment efforts fail to attract many potentially good applicants. The extent and scope of recruiting programs will depend on employer needs for employees. However, maintaining good relations even when there was no need for new employees makes sense from long-range point of view. In the views of Anthony *et al.*, (2002), college recruiting can be very expensive, so human resource managers should be certain that a college degree is needed for successful performance in the position openings.

2.4.1.5. E–Recruitment

According to Torrington (2005), the use of the internet for recruitment purposes is undoubtedly the most striking recent development in the field, but its practical significance remains a question of debate. The processes of e–recruitment consist of attracting, screening, and tracking applicants, selecting and offering jobs or rejecting candidates. E–Recruitment not only saves cost but also enables organizations to provide much more information to applicants, which can easily be updated. There is more scope to present the ‘employment proposition’ in terms that increase the attractiveness of the organization as a place in which to work (Armstrong, 2006). The other big advantage in Torrington’s (2005) view, is speed. People can respond within seconds of reading about an opportunity by e-mailing their CV to the employer. However, Anthony *et al.* (2002) observed that several disadvantages also surfaced. For example, not everyone has access to the internet, so some qualified applicants are not being considered. Also, the increased volume of applicants can be a problem. An organization without a computerized tracking system may be flooded with applications and has insufficient time to review and respond to them.

2.5 Selections

The selection process is a series of steps through which applicants pass. According to Stewart *et al.* (2001), selection is the process of choosing individuals who have relevant qualifications to fill existing or projected openings. The authors observed that those responsible for making selection decisions should have adequate information on which to base their decisions. The purpose of selection is to match people to work. Ultimately, the selection decision must focus on performance related issues if it is to contribute to the organization’s success. In the views of Grobler (2006), selection involves choosing the best applicant to fill the vacant position.

According to Mullins (1998), there is the need for a planned and systematic approach to recruitment and selection. The sequence of steps may vary from organization to organization, with some steps taking place simultaneously; the process seeks candidates who are likely to be successful and strives to eliminate those who are likely to fail. Within each step, multiple approaches help distinguish between performance and non-performance issue. At the same time, selection is strongly influenced by whether candidates are being picked from within or outside the organization, the availability of applicants and organizational policy Werther (jnr) *et al.*, (1996).

Human resource selection in the views of Carrell (2000), is the process of choosing qualified individuals who are available to fill positions in an organization. Selection is a critical and important function of the management of business enterprises which requires special skill and expertise if a business organization is to remain competitive. 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). Selections task is to cream off the most appropriate applicants, turn them into candidates and persuade them that it is in their interests to join the organization, for, even in times of high unemployment. Selection is very much in two-way process, the candidate is assessing the organization, just as much as the organization is assessing him. The main objective of selection, therefore, is to be able to make an acceptable offer to the candidate who appears, from the evidence obtained to be the most suitable for the job in question (Cole, 2004).

2.6 Selection process

The purpose of selection is to match people to work. Mintzberg (1994), suggests that, strategy is the stream in which range of disparate takes place. In that vain, 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 clear and precise specification, effective use of multiple techniques, elimination of redundant processes, measurement, evaluation and continuous improvement.

2.6.1 Application blank/form

An application blank is a formal record of an individual's application for employment (Carrell, 2000). This means that blank/form is used to take record of the applicant's desire to obtain a position. Information such as age, sex, qualification, experience, skills and interest are provided in the application blank/form. The information obtained from a completed application blank/form is compared to the job specification to determine whether a potential match exists between the organization's requirements and the applicant's qualification. According to Torrington (2005), since no more than six or seven pieces of information are used in making an appointment decision, the best method for evaluating an application is a weighted application blank/form procedure. This procedure involves placing a value or score for items on the application blanks/form that have been found to predict successful job performance. Applicants receive points according to the information they provide on the blank/form and can then be ranked on the basis of their total points. 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. It is a document written by job applicants putting themselves forward for a particular job. Some of the information provided in an application form are; applicant's name, age, sex, qualification, experience, religion, interest, residence, contact address and references. Information in the application letter provides the basis for some of the questions during the interview and test. A properly prepared application form serves four purposes including:

- (1) It is a record of the applicant's desire to obtain a position
- (2) It provides the interviewer with a profile of the applicants that can be used in the interview
- (3) It is a basic employee record for applicants who are hired
- (4) It can be used for research on the effectiveness of the selection process.

2.6.2 Initial Screening

Many employers conduct pre-employment screening to determine if applicants meet the minimum qualifications for job opening. According to Carrell *et al.* (2000), Grobler *et al.* (2005), the initial screening minimizes the time the human resource department must spend during the selection process by removing obviously unqualified or undesirable applicants. The authors maintained that the initial screening determines primarily, if the applicants possess the critical job specification and expedites the departure of the unqualified applicants to minimize the total cost of the selection process. They observed that while curriculum vitae can provide effective descriptions of individuals' work history, the validity of their content should be questioned since 36 percent contain misleading or false information. Most distortions involve:

- (1) Education – degrees claimed, but not earned
- (2) Dates of employment – stretching to cover gaps due to unemployment
- (3) Inflation – of past job titles or Salaries
- (4) Embellishment – of past duties or achievements
- (5) Omission – if criminal convictions, firings

Anthony *et al.*, (2002), explained that the initial screening of potential employees is usually done by examining resumes and having the applicants fill out application blank.

2.6.3 Selection interview

According to Batty J. (1974), an interview is a face-to-face encounter with a purpose: it employs conversation. The interview should aim to bring out attitudes rather than facts. This means that interview is an interaction between two or more people with a goal. Cook (1993), described the traditional selection process as the combined use of three methods of selection which are; application forms, interviews and references. Selection interview is designed to identify information on a candidate and clarify information from other sources. This in-depth interview is designed to integrate all the information from application forms, tests, and reference checks, so that a decision can be made. Because of the integration required and the desirability of face-to-face contact, the interview is the most important phase of the selection process in many situations. Dessler (2005), viewed a selection interview as a selection procedure designed to predict future job performance on the basis of applicants' oral responses to oral inquiries, According to Wright *et al.*, (1996), the employment interview is a goal-oriented conversation in which the interviewer and applicant exchanged information. The authors stressed that the employment interview is especially important because the applicants who reach this stage are considered to be the most promising candidates. Armstrong (2006) explained interviewing, as

involves processing and evaluating evidence about the capacities of a candidate in relation to the person specification. Some of the evidence will be on the application form, but the aim of the interview is to supplement this data with the more detailed or specific information about competencies, attitude, experience and personal characteristics that can be obtained in a face-to-face meeting for judgments by the interviewer on whether the individual will “fit” the organization, and by both parties as to how they would get on together. Interviewing is the most frequently used selection technique. It is very unusual for people to be hired without an interview. According to Gomez-Mejia *et al.*, (2007), although job interview is probably the most common selection tool, it has often been criticized for its poor reliability and validity. The interview has for a long time, had a number of fierce critics who claimed it is of little use in predicting actual job performance or is even potentially discriminatory. However, there is some evidence which shows, that under certain circumstances, interview can be a reasonably good predictor of job performance – at least as good as other more expensive methods and can provide accurate assessments of key psychological variables. According to Grobler (2006), the purpose of the interview is to determine three things about the applicant. These include:

- (1) Does the applicant have the ability to perform the job?
- (2) Will the applicant be motivated to be successful?
- (3) Will the applicant match the need of the organization?

Research has constantly shown that the selection interview is low in both reliability and validity. Reliability is a particular concern with interview because the interview technique does not have the consistency of form that the writing test or the reference check may have. Thus, interview is

not a consistent or a reliable selection technique as other methods. Armstrong (2006), observed that the selection interview can lack validity as a means of making sound predictions of performance, and lack reliability in the sense of measuring the same things for different candidates. Whilst halo effects can reflect personal preoccupations such as neatness or accent, some general ones do seem to exist. For example, gender and attractiveness may have an impact on ratings of suitability, particularly amongst less experienced managers. Ethnocentric bias; One problem interviews face is somehow taking into account differences in attributional styles of interviewees. The lack of preparation for interviews allows the selection decision to be biased by information or characteristics that are not related to the performance of the job. These biases can take the form of first impression, the degree to which the applicant matches the stereotypes formed by the interviewer before the interview and even the amount of silence or nonverbal cues present in the interview (Cascio,1992).

The use of structured interviews may result in the interview being dominated by the interviewer and, as a consequence, the interviewees may feel overwhelmed and unable to perform their best. According to Dessler (2005), structured interviews yield a higher mean validity than do job-related (or behaviour) interviews which in turn yield a higher psychological interviews. However, structured interviews, regardless of content, are more valid than unstructured interviews. Cascio (1992), had stressed further, that standardized scoring systems help compare applicants in an objective manner, further eliminating the biases associated with selection interviews. There are two main types of interview. These are structured interview and unstructured interview

2.6.3.1 Structured interview

According to Anthony *et al.*, (2002), structured interview is the type of interview which the interviewer asks questions from a prepared list and does not deviate from the list except for some follow-up questions. The interviewer relies on a predetermined set of questions. Gareth (1997), suggest that, the unstructured interview is half as effective as a structured interview. Structured interview is useful for valid results especially when scaling with large numbers of applicants. With the structured interview, every applicant is asked the same basic questions, so comparisons among applicants can more easily be made. This type of interview allows an interviewer to prepare job-related questions in advance and then complete a standardized interviewee evaluation form. The structured interview can be more reliable and valid than other approaches. The format for the interview ensures that the same interviewer has similar information on each candidate, so there is higher inter rater reliability. Also the fact that several interviewers ask the same questions of applicants has led to a better inter rater reliability.

2.6.3.2 Unstructured interview

According to Harris (2000), unstructured interview is the most common type of interview and it allows the interviewer a great deal of discretion in terms of which questions are asked and in what order. Werther (1996), observed that it is useful when trying to help interviewees solve personal problems or understand why they are not right for the job. The difficulty observed with unstructured type of interview includes keeping it job related and obtaining comparable data on each applicant. In a panel interview, several interviewers interview the candidate at the same time and all interviewers hear the same responses. On the negative side, applicants are frequently uncomfortable with the group interview format. He asserts that this panel interview reduces

personal biases any individual interviewer may have. Bohlander *et al.*,(2001), observed that while all of the steps in the selection process are equally important, the most critical step is the decision to accept or reject applicants. Administratively, the job offer is supposed to be done by the human resources manager. However, technically, the actual decision of job offer is done by the line or functional manager under whom the prospective employee is coming to work. This is so for two main reasons: 1. The new employee is coming to work under the line manager and 2. in case of poor or deficient performance by the employee, the line manager can not blame any other person.

2.6.4 Employment test

Different kinds of test are available to employers that enable them select qualified employees.

Anthony *et al.*, (2002), asserts that selection test serves as standardized information/yardstick for measuring potential employees. Standardization means that the test contains the same content for each applicant and is administered and scored in the same way for everyone. According to Torrington *et al.*, (2005), the use of tests in employment procedures is surrounded by strong feelings for and against. Those in favour of test in general point to the unreliability of the interview as a predictor of performance and greater accuracy and objectivity of test data. Stewart *et al.*, (2001) viewed employment test as an objective and standardized way to assess a person's K.A.S.s and other characteristics in relation to other individuals. They maintained that when an organization decides to use a particular employment test, it is critical that the attribute or skill being tested is used in the work. Selection tests are often used to assist in assessing an applicant's qualifications and potential for success (Wright, 1999). Employers use various test mechanisms to select their employees. Some of the test used by employers during selection

processes are, the cognitive ability test, personality test, physical ability test, attainment test, medical test.

2.6.4.1 Cognitive ability test

Cognitive ability tests measure mental capabilities such as general intelligence, verbal fluency, numerical ability, and reasoning ability. Carrell (2000), asserts that it is the natural ability in a particular discipline or the ability to learn quickly or to understand a particular area of study. It reveals an aptitude for the area or discipline. Ability to score high on such tests correlates with the capacity to retain new knowledge, to pass examinations and to succeed at work. However, the intelligence tests used would still need to be carefully validated in terms of the job for which the candidate was applying. However, it is important to note that intelligence is to some extent determined by the context, so an individual's test score may not reflect capacity to act intelligently. Indeed practical intelligence, associated with success in organizations, may be different from the nature of intelligence as measured by tests.

2.6.4.2 Personality test

Personality test is a test given to an applicant that will supposedly predict the type of personality a candidate has and how that personality will affect job performance (Harries, 2000). However, personality is also context dependent, because personality change overtime. Personality test falls into one of five dimensions including extroversion, emotional stability, openness to experience, agreeableness, and conscientiousness. The conscientiousness scale is the most consistently predictive of job performance. People who are persistent and who feel a sense of obligation generally perform better on the job. As a selection tool, Carrel (2000), noted three primary

problems with personality tests. First, they are generally not reliable or valid predictors of job performance (Wright *et al.*, 1999). Second, to be useful, such tests assume that job applicants have sufficient insight to describe themselves accurately-often an unjustified assumption. Third, in a desire to perform well, candidates may give false responses to produce what they believe to be the desired “test score”, despite there being no right or wrong answers on personality tests. Tests are subject to manipulation and therefore not sufficient predictor of job performance. There is further problem that some traits measured by the test will not be relevant in terms of performance on the job.

2.6.4.3 Physical ability test

In addition to learning about a job candidate mental capabilities, employers may need to assess a person’s physical abilities as well. Particularly for demanding and potentially dangerous jobs like those held by fire-fighters and police officers, physical abilities such as strength and endurance are important attributes for successful job performance (Steward *et al.*, 2001).

2.6.4.4 Attainment/ achievement tests

According to Torrington *et al.*, (2005), whereas aptitude tests measure an individual’s potential, attainment or achievement tests measure skills that have already been acquired. They noted that there is much less resistance to such tests of skills. Because achievement tests measure current behavior, they may be an excellent predictor of future employee behavior. Therefore human resource department may use achievement tests to determine whether a person can do the job and aptitude tests to measure whether or not someone can be trained to do the job (Carrel., 2000).

2.6.4.5 Medical /physical test

According to Bohlander *et al.* (2001), medical test though one of the latest steps in the selection process, is generally to ensure that the health of an applicant is good to meet the job requirement. It also provides a baseline against which subsequent medical examinations can be compared and interpreted. The challenges with medical examination in the selection process are that, it is time consuming and can be expensive. According to Grobler (2006), a job offer is usually made contingent on the applicant's passing a medical examination. Dessler (2005), gave five reasons for conducting medical/physical examination as;

1. Whether the applicant qualified for the physical requirement of the job.
2. To discover medical limitation in placement of the applicant.
3. It provides record and baseline of applicant's health for future insurance and compensation claim.
4. To reduce the problems of absenteeism, sick leave and accidents and finally
5. To detect communicable diseases unknown to both the applicant and the employer.

Anthony *et al.*, (2002), however, maintained that, the reason for the examination must be deemed a bona fide occupational qualification. The authors stressed that physical examination can also include drug and alcohol test. Also, they maintained that Acquired Immune Deficiency Syndrome (AIDS) test in an organization is unnecessary because the disease cannot be contracted from AIDS patients under normal working conditions.

2.6.4.6 Reliability

Using test as a selection device is useful only when the test is reliable and valid. Reliability is the extent to which a test provides consistent result. Reliable data reveals the degree of confidence that can be placed in a test. If a test has low reliability, its validity as a predictor of performance will also be low. However, the existence of reliability does not in itself guarantee validity. Gomez-Mejia *et al.*,(1995), viewed reliability of a test as the consistency of measurement, usually across time but also across judges. Put differently, reliability is a measure of how much error is present in a measurement. According to Werther (1996), reliability is the ability for the test to yield consistent results each time an individual takes it. Thus, the test should be consistent in its measurement. Anthony *et al.*, (2002), asserts that for the test to be consistent in measuring, it must be free from errors. Thus, the more errors in the measurement, the less reliable it will be.

2.6.4.7 Validity

Validity is the extent to which scores on a test or interview correspond to actual job performance. It represents how well the technique being used to assess candidates for a certain job is related to performance in the job. According to Wright *et al.*,(1999), validity is the basic requirement for a selection test. Anthony *et al.*, (2002), defined validity as the ability for the test to accurately and consistently measure what it purports to measure.

2.7 Background/reference checks

Boloisi (2007), suggested that references play an important but subsidiary role, operating as an information and evaluation source, short listing and interview questions, or as a check in the interview decision. According to Bohlander *et al.*, (2001), as a legal protection for all concern, it

is important to ask the applicant to fill out forms permitting information to be solicited from former employers and other reference sources. The authors maintained that many organizations are reluctant to put into writing an evaluation of a former employee. This, the authors explained that several firms have been sued by former employees who discovered that they had been giving poor recommendation. They stated that a survey by the society for Human Resource Management (SHRM) found out that although 75% of companies do provide reference, most of the reported information consists only of employment dates and position. According to Carrel *et al.*, (2000), the primary reason for conducting reference checks are to verify information about the candidate and to uncover information not provided such as poor attendance, inability to work with team members, criminal record, suspended driver's license among others. In the view of Gomez-Mejia *et al.*, (2007), one of the best methods of predicting the future success of prospective employees' is to look at their employment records. The primary motivation for organizations to conduct background checks is to avoid a lawsuit charging negligent hiring. The Human Resource Department has the responsibility to investigate the background of each potential worker. However, many managers are becoming increasingly skeptical about the reliability of information provided by referees. The problem is compounded by the fact that many past employers are reluctant to provide any information to another employer other than factual information such as date of employment, length of service among others. Also, if the candidate has not resigned his current job, there may be a problem contacting the employer for background information. This is because the candidate may not like the current employer to know that he is leaving the organization. In their view, the critical step in recruitment and selection, is the decision to accept or reject applicants. They suggested that, administratively, the

job offer is supposed to be done by the Human Resources Manager. However, technically, the actual decision of job offer is done by the line manager under whom the prospective employee is coming to work. This is so because the new employee is coming to work directly under the line manager and in case of poor performance, the line manager can not blame other persons. The new employee is introduced into the organization by the Human Resources Manager or Head of Department. He is placed on the job and giving orientation or on the job training for a short period. The aim of the placement and orientation is to make the new employee familiarized himself or herself to the new job and environment he is coming to work respectively. The Head of Department monitors the performance of the new employee to ascertain whether he can do the job well and independently. In case the new employee is found unable to perform the tasks of his new job, management may retrain and transfer him to another job. If the new employee can not perform this new job, management can terminate his employment since he his serving probation.

2.8 Challenges in recruitment and selection activities

The practice of recruiting and selecting employees for business organizations undoubtedly suffer some challenges due to the fact that it involves human beings. By nature human beings are not perfect and these imperfection, sometimes reflect in the recruitment and selection process.

2.8.1 Compensation/rewards

According to Mondy, (2008), If the compensation package of a company is inferior to those provided by other competitors, hiring and retaining the best talent will be difficult or impossible. He further suggested that if the safety and health records of the organization is poor as compared to those of other competitors, it will be difficult to hire and retain the best talents in the

organization. Compensation is the monetary reward payment to an employee for work done. This means that compensation and health and safety records of a company are important tools use to attract and retain best talents. It also means that best talents will not go to or stay with an organization that has low and poor compensation and health and safety records.

2.8.2 Technical advice

In the views of Batty J. (1974), the practice whereby some line or functional managers in some organizations leave the entire process of engaging employees to the human resources personnel is quite wrong and is in opposition to the idea behind the personnel function – namely, to advise on employee selection. As stated earlier, technically, it is the functional manager who selects the best candidate for job opening. This is so because of the fact that the new employee is coming to work under the departmental manager and he can not blame anybody should in case the employee performs poorly. There is the tendency of “passing the back” in case of employee poor performance especially where the departmental manager was not part of the selection process.

2.8.3 Biases

According to Poole *et al.*, (1999), recruitment and selection processes are complex and involve human decision making. Unfortunately, however, human information processing capabilities are limited. Therefore, managers rely sometimes on inferences and shortcuts in judgment, and biases become a critical issue. In their view human judgment biases can affect the objective and quality of the selection process. According to Cascio, (1992), the lack of preparation for interviews allows the selection decision to be biased by information or characteristics that are not related to the performance of the job. These biases can take the form of first impression, gender and attractiveness the degree to which the applicant matches the stereotypes formed by the

interviewer before the interview and even the amount of silence or nonverbal cues present in the interview. The use of structured interviews may result in the interview being dominated by the interviewer and, as a consequence, the interviewees may feel overwhelmed and unable to perform their best.

KNUST



CHAPTER THREE

METHODOLOGY AND ORGANIZATIONAL PROFILE

3.0 Introduction to methodology

This chapter presents the research methodology of the study. It describes and justifies the methods and processes that were used in order to collect data in answering the research questions. The chapter also focused on the research design adopted, sampling techniques, the key study variables and units of analysis. Other areas like the sources of data, methods of data collection and data analysis were discussed. It also discussed the quality of the collected data and the degree of generalization of the data and the study in general.

3.1 Research design

The purpose of the study is to investigate the relationship between the two variables of recruitment and selection and performance. This study chooses the descriptive and explanatory method of research to be able to draw out the causal relationship between the two variables under study. In order to undertake an empirical investigation on the phenomenon, the study adopted the case study strategy. According to Eisenhardt (1989), case study strategy focuses on understanding the dynamics present within a single settings. The case study is commonly applied in a field-based research to describe and developed knowledge based data from the real world conditions, aiming to bridge the gap between management theory and practice (Flynn *et al.*, 1990; McCutcheon and Meredith, 1993)

3.2 Sources of data

There are two main sources of data for any research study. These are primary sources and secondary sources of data. The study made use of both primary and secondary data.

3.2.1 Primary data

According to Saunders *et al.*,(2007), primary data is information collected from persons involved by a researcher and the information is very unique and known to the researcher alone. The primary data was collected with the aid of a well-structured questionnaires and interview. Primary data for the study were drawn from a survey of 68 management and senior staff members of Naja David Veneer and Plywood Limited (14 management staff and 54 senior staff) in 2012.

3.2.2 Secondary data

Secondary data or ‘second hand’ data is data which the researcher derived at through the review of existing literature relevant to the subject. Both published and unpublished documents such as books, journals, magazines, internet, newsprint and others were consulted.

3.3 Population

A population is a group of individuals, persons, objects, or items from which samples are taken for measurement (Saunders *et al.*, 2009). Target population is the entire group of individuals about whom you want to gather information. To design a useful research project, there is the need to be specific about the size and location of your target population. Based on this, the targeted population of the current study was the entire working staff of Naja David Veneer and Plywood Limited. This company can boost of about 800 staff body. Out of this staff body, the management staff constitutes about 40(5%), the senior staff constitutes 160(20%) and the junior

staff constitutes the largest of about 600(75%). Naja David Veneer and Plywood Limited is a Timber processing company located in Kumasi, Ashanti regional capital in Ghana with 5 main sections. The breakdown of the sections and population of NDVPL is provided on the table below:

3.0 Manpower strength of N D V P L

SECTION	MANAGEMENT STAFF	SENIOR STAFF	JUNIOR STAFF
PLYMILL	12	80	300
SAWMILL	6	50	200
BUSH OPT.	3	17	55
TRANSPORT	7	5	43
ADMINISTRATION	12	8	12
TOTAL	40	160	600

Source: Field survey, 2012

3.4 Sampling techniques

Kumar (2008), explains that a sample is a sub-group of the population which is an ideal representative of the entire population. Researchers usually cannot make direct observations of every individual in the population they are studying. Instead, they collect data from a subset of individuals (sample) and use those information to make inferences about the entire population (Zickmund, 1991 cited in Munzida 2007, p.88). To obtain a fair representation of the study population in order to improve the validity and reliability of the study, stratified sampling procedure was adopted to categorize the entire working staff into management staff, senior staff and junior staff. However, the current staff sampled were 14 management staff and 54 senior staff for calculating the sample sizes. Yamane (1967), provides a simplified formula to calculate sample sizes as shown below:

$$n = \frac{N}{1 + N(\alpha)^2}, \quad n_1 = \frac{40}{1 + 40(0.05)^2}, \quad n_1 = \frac{40}{1 + 1.95}$$

$$n_1 = 13.6 \approx 14 \text{ Management staff}$$

$$n_2 = \frac{160}{1 + 160(0.05)^2}, \quad n_2 = \frac{160}{1 + 1.95}, = 54.2 \approx 54 \text{ Senior staff}$$

$$n = n_1 + n_2$$

$$n = 14 + 54$$

$$n = 68$$

Where N=Population of the study, α =significance level and n=sample size

To survey the sixty eight (68) sampled management and senior staff, a sampling frame was obtained. The sampling frame therefore allowed the adoption of simple random sampling by balloting to obtain the sixty eight management and senior staff members to be surveyed. These two categories of staff members are relatively endowed in the area of recruitment and selection than their junior staff counterparts. The simple random sampling method allowed for equal chance of selection by all management and senior staff members and hence the avoidance of biases. Simple random sampling generally assumes a homogeneous population.

3.5 Data collection instruments

The data collection tools that were employed in the research included the use of structured and semi-structured questionnaire, focus group discussion and a notebook. There are various methods used for collecting empirical data for case study such as questionnaire, interviews, archives and observation (Eisenhardt, 1989, Yin, 1994). For this research, questionnaire was

employed as the main data collection method, as it is claimed to be the most effective technique that helps gather valid and relevant data (Easterby-Smith *et al.*, 2001). According to Voss *et al.*, (2002), an underlying principle of data collection in case study research is triangulation. This refers to the use of different methods to study the same phenomenon. It was noted that the combination of methods and sources in collecting data can enhance the reliability and validity of evidence (Jick, 1979; Voss *et al.*, 2002). Thus, this section describes various methods and techniques used during the data collection process.

3.5.1 Questionnaire

A structured questionnaire was chosen as the primary method of collecting information. The questionnaires were developed to cover both closed and open-ended questions, depending on the group of respondents. The questionnaires were particularly employed in the sense of capturing all the objectives of the study. The questionnaire was self-administered by the researcher. The questions and statements in the questionnaire were structured in a manner to solicit for information about respondents' socio-demographic variables, academic qualification, employment history, recruitment and selection activities and challenges of recruitment and selection practices at NDVPL. The nature of the questionnaire allowed the covering of all the objectives the study set-out to achieve.

3.6 Data analysis techniques

Most of the questionnaires were pre-coded before administration to facilitate easy tabulation and analysis. Questionnaires were coded after the data collection exercise. Responses were cross-checked on the field as a quality check on the data. Zigmund (2003:73), suggests that data processing begins with the editing and coding of the data. Coded data on responses were fed into

the computer based programme, statistical package for social sciences (SPSS), version 17 for display and analysis. The study generated figures, frequencies, percentages and tables to show results of the data analysis. Descriptive analysis conducted involved the use of tabular analysis (percentages and frequencies), mean and standard deviations for discussion the key variables involved in the study. The techniques used during the data analysis included non-parametric tool like Spearman rank test. The study also utilized crosstab method and hence the Pearson chi-square test.

3.7 ORGANISATIONAL PROFILE

Naja David Veneer and Plywood Limited is one of the oldest Timber processing companies in the Ashanti regional capital, Kumasi. It is located in the industrial hub of Kaasi, Kumasi.

3.7.1 History of NDVPL

Naja David Veneer and Plywood Limited is a private Timber processing company located in Kaasi industrial area, Kumasi. It was incorporated in 1965 for the production of high quality plywood, rotary veneer and lumber for export and local market. The company is one of the oldest Timber processing companies in the Ashanti region. The company belongs to Naja David, a Lebanese. NDVPL won many awards including best performing Timber company in Ghana in 1995 and 1996. More than 75% of the company's products are sold outside Ghana including Denmark, Australia, Hong-Kong, Netherlands, U.S.A., France, Nigeria, Benin, among other countries.

The mission of the company is 'to provide the best and most affordable Timber products that meets international standards through the application of the state of the art technology to improve

the growth and development of the construction industry for human habitat’.

The vision of the company is ‘to be the leader in the provision of quality Timber products using state of the art technology through highly motivated employees and environmental friendly practices’.

3.7.2 Main activities

NDVPL is divided into 5 sections which includes; the plymill section, sawmill section, bush operation section, transport section and the administration. The plymill section is where plywood and rotary veneer are produce. The sawmill section is where lumber is produce. The bush operation section is where logs (raw-materials) are fell, the Transport section is where all company artisans and vehicles are maintained and the administration is where managerial and clerical duties are performed. Products from NDVPL such as rotary veneer, plywood and lumber were produce and sold in both the local and foreign markets.

3.7.3 Staffing situation

The company started operation with 50 staff in 1965 but now has staff strength of 800. This number consist of directors, managers, officers, supervisors, clerks, operators, security, artisans, labourers and cleaners. Structurally, the company is headed by the chairman who is also the owner. Under the chairman comes the managing director with the general manager under him. The chairman, managing director and general manager provide policy and strategic directions for the running of the company. Below the general manager are the departmental or sectional managers which include: marketing/sale manager, production manager, logs manager, H.R. manager, administrative manager, transport manager, purchase manager, export manager, logistics manager, chief engineer, boiler manager and chief accountant. Under the departmental managers come the senior staff members who are also called officers. They assist the sectional

heads in the implementation of management policies and strategies in the company. They also oversee the performance of their various sections and staff. The directors and departmental managers constitute the management team for the company. Supervisors, operators, artisans, labourers and cleaners constitute the junior staff members and implementers of the policy decisions of the management team in the organization. The human resource department is headed by the human resource manager. He oversees the smooth running of the department and staff, and answerable to the general manager on matters of employees. The HR manager is being assisted by 6 staff. One is responsible for employees' social security contribution and administration, another responsible for pay-roll administration, the third officer is responsible for workplace safety and health, accident, injury and workmen's compensation. The fourth person is the HR clerk who provides general clerical duties. There are two time keepers responsible for employee attendance and closing records for salary, disciplinary and administrative purposes.

3.7.4 Recruitment and selection policy

Naja David Vener and Plywood Limited appears to have a policy on recruitment and selection of employees which also gives first option to existing employees to apply for job openings in the organization. Promotion and transfer were also used in the organization as a means of employee motivation. Prospective employees were interviewed by an interview panel, and new employees were given orientation/induction training before they start work in the organization. The aim of the orientation training is to familiarized the new employees to their new jobs, so that they make little mistakes and perform better.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

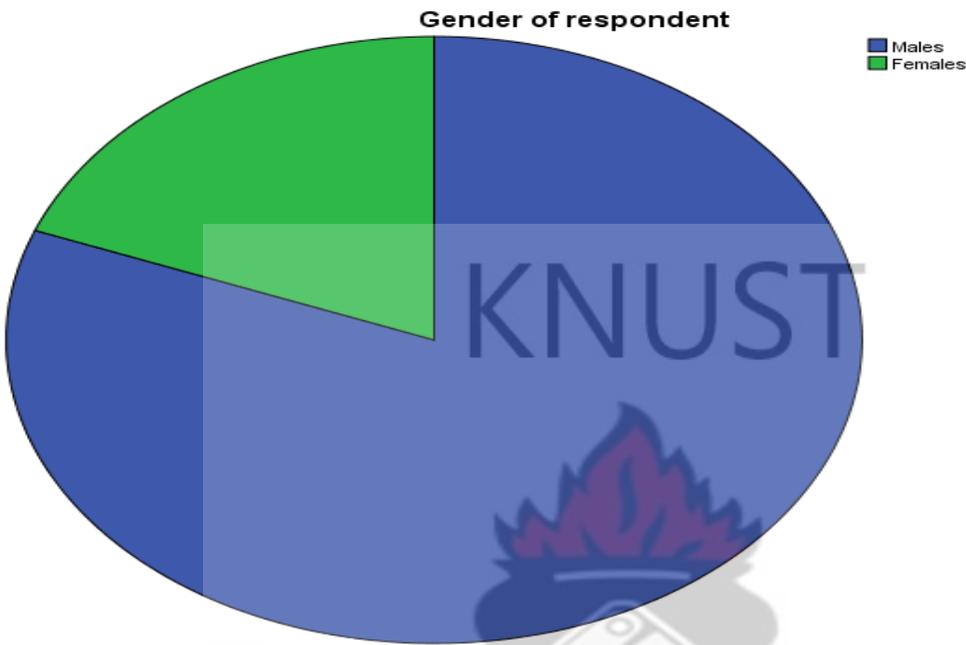
4.0 Introduction

This chapter is made up of two main sections. Section one is descriptive analysis based on the survey data under taken. The descriptive analysis cover socio-demographic characteristics of the respondents which include gender, age, education, experience, type of recruitment often used and challenges of recruitment and selection at Naja David Veneer and Plywood Limited. Section two, discusses the empirical results on the relationship between recruitment and selection policies, procedures and performance.

4.1. Descriptive analysis

This section is made up of the descriptive part of the results. In this section, socio-demographic characteristics of the sampled management and senior staff respondents, existence of policies and type of recruitment often used, effectiveness and challenges of recruitment and selection at NDVPL were discussed. The various variables considered in this section included gender, age, education and experience with Naja David Veneer and Plywood Limited. The results are shown and discussed below:

Figure 4.1.1 Gender of respondents



Males=55(80.1%) and Females=13(19.9%)

Source: Field survey, 2012

From Figure 4.1.1 out of the total sampled respondents of (n=68), majority 55(80.1%) were male staff of Naja David Veneer and Plywood Limited, whereas the minority 13(19.9%), were female staff members. This study revealed that Naja David Veneer and Plywood Limited has a high number of male staff in the management and senior staff category than their female staff counterparts.

Table 4.2.1 Age group of respondents

Age Group	Management Staff	Senior Staff	Total
18-28 years	0(0.0)	14(100.0)	14
29-39 years	6(15.0)	34(85.0)	40
40-50 years	8(57.1)	6(42.9)	14
51 years and above	-	-	-
Mean Age	39.7	33.3	

Source: Field survey, 2012

Table 4.2.1 represents the age group of the respondents. All the 14 respondents between the ages of 18 and 28 years were senior staff members of NDVPL. However, out of the total respondents of 40 between the ages of 29 and 39 years, the majority 34(85.0%) were senior staff members of NDVPL whereas 6(15.0%) were management staff members. Furthermore, out of the total respondents of 14 between the ages of 40 and 50 years, the majority 8(57.1%) were management staff members of NDVPL whereas the minority 6(42.9%) were also senior staff members. Evidently, the management staff members of NDVPL with an average age of 39.7 years were relatively older than their senior staff counterparts with an average age of 33.3 years.

Table 4.3.2 Educational level of respondents

Educational Level	Management Staff	Senior Staff	Total
SSCE/WSSCE	-	-	-
G.C.E 'O' and 'A' Level	-	16(100.0)	16
Bachelor's Degree	11(22.4)	38(77.6)	49
Master Degree/PhD	3(100.0)	-	3

Source: Field survey, 2012

From Table 4.3.2 All the GCE ‘O’/’A’ level holders were senior staff members of NDVPL.

Relatively, the majority 38(77.6%) of the respondents with Bachelor’s Degree were senior staff members of NDVPL whilst 11(22.4%) were staff in the management category. All the Master’s Degree/PhD holder respondents of the study were management staff members of NDVPL. This study revealed that NDVPL has a highly educated staff in the management and senior staff category.

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Table 4.4.3 Level of Experience with NDVPL

Experience	Management Staff	Senior Staff	Total
Less than 5 years	6(14.00)	37(86.00)	43
6-15 years	4(19.10)	17(80.90)	21
16-25 years	4(100.00)	-	4
26 and above	-	-	-
Mean Experience	4.70	4.10	

Source: Field survey, 2012

From Table 4.4.3. Out of the total respondents with less than 5 years working experience, the majority 37(86.0%) were senior staff members of NDVPL. Similarly, the majority of the respondents with working experience of between 6 and 15 years were senior members of NDVPL. However, all the staff members with greater length of working experience (i.e between 16 and 25 years) were management staff members of NDVPL. Evidently, the management staff members with mean working experience of 4.7 years with NDVPL, relatively, have longer working experience with the company than their senior staff counterparts with an average of 4.1 years with NDVPL.

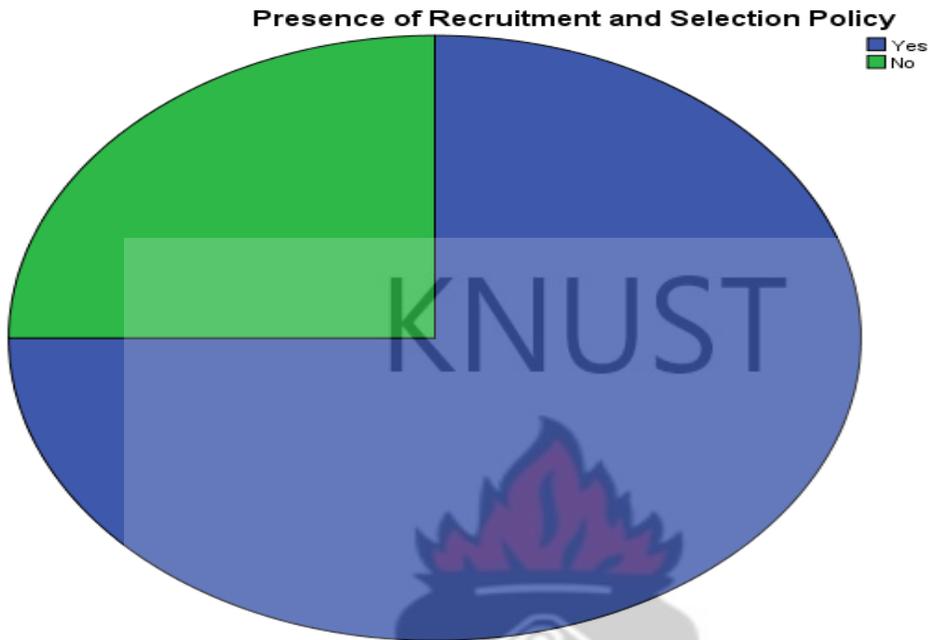
Table 4.5.4 How respondents joined NDVPL

Joined the company	Frequency (n=68)	Percentage
Advertisement	2	3.0
Employment agency	0	0.0
Walk-in	23	33.8
Through friend	43	63.2
Educational institution	0	0

Source: Field survey, 2012

From Table 4.5.4, majority 43(63.2%) of the respondents indicated that they joined NDVPL through friends who were employees of the company. Also, 23(33.8%) indicated that they joined Naja David Veneer and Plywood Limited through personal enquiries in the organization whilst 2(3.0%) of the respondents suggested that they joined the company through responding to advertisement from the company. It is however, note making that, Naja David Veneer and Plywood Limited does not fully utilize the supply of employees through employment agencies and educational institutions.

Figure 4.6.2 Presence of policy on recruitment and selection at NDVPL

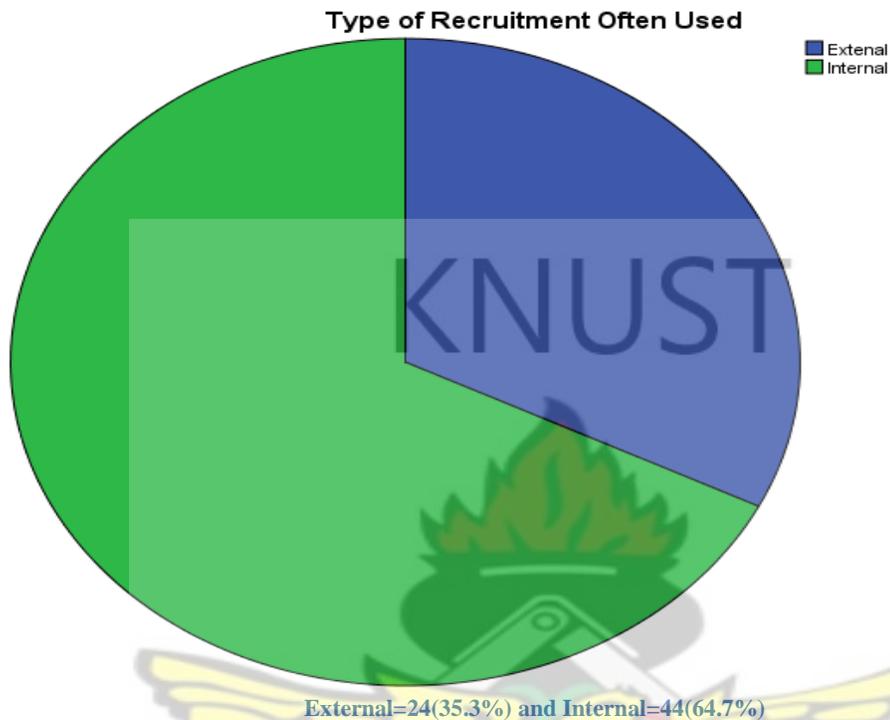


Yes 51(75%) and No17(25%)

Source: Field survey, 2012

From Figure 4.6.2, majority 51(75%) of the respondents expressed their awareness of the existence of a policy on recruitment and selection of employees in Naja David Veneer and Plywood Limited whilst the Minority 17(25%) suggested otherwise. This therefore means that NDVPL has a policy on recruitment and selection of employees even though some of the workers were not aware. This may be due to lack of effective communication system in the company.

Figure 4.7.3 Type of recruitment often used at NDVPL



Source: Field Survey, 2012

From Figure 4.7.3, majority 44(64.7%) of the respondents were of the view that NDVPL often used internal recruitment whereas the minority thought otherwise. This finding is consistent with a study by Dessler (2005) that recommends internal source of recruitment on the argument that there is no substitute for knowing a candidate's strengths and weaknesses, and so it is often safer to promote employees from within, since a company is more likely to have accurate view of the person's skills. Torrington (2005) in agreement also argues that such persons are more familiar with the organization culture, rules and philosophy, and so takes less time to settle into their new jobs. However, contrary to this finding, Wright *et al.*, (1996) argues that, a strictly applied

promotion from within policy eventually leads to inbreeding, a lack of cross fertilization and a lack of creativity.

Table 4.8.5 Internal methods of recruitment

Internal Sources	Frequency (n=68)	Percentage(%)
Promotion	43	63.20
Transfer	10	14.70
Job Postings	9	12.90
Skill Inventory	6	8.80

Source: Field Survey, 2012

From Table 4.8.5, Majority 43(63.0%) of the respondents were of the view that internal promotion was the commonest method used by NDVPL to fill vacant positions in the company. However, this observation is contrary to a study by Grobler (2006), that indicates that the most common internal method of recruitment is job posting. Other internal methods of recruitment used in the company were transfers, job postings and skill inventory as shown by 10(14.7%), 9(12.9%) and 6(8.8%) of the respondents respectively.

Table 4.9.6 External source of recruitment used

Variables	Frequency (n=68)	Percent (%)
External Source of Recruitment Used		
Advertisement	39	57.4
Educational Institutions	0	0.0
Employment Agencies	20	29.4
Professional Associations	9	13.2

Source: Field Survey, 2012

From Table 4.9.6, Predominant external source of recruitment used in NDVPL to fill vacant position was advertisement as indicated by the majority of the respondents 39(57.4%). This finding is consistent with a study by Grobler (2006) that indicates that the most obvious method of attracting candidates to companies is through advertisement. However, other external sources of recruitment used by NDVPL included employment agencies and professional associations as shown by 20(29.4%) and 9(13.2%) of the respondents respectively. However, the company does not utilize the supply of its human resource from educational institutions

Table 4.10.7 Advertising medium used

Advertising Medium Used	Frequency(n=68)	Percentage(%)
Radio	13	19.10
Newspaper	46	67.60
Television	9	13.30
Internet	-	-

Source: Field Survey, 2012

From Table 4.10.7, most common advertising medium used at NDVPL to announce vacancy is newspaper as indicated by 46(67.6%) of the respondents. Grobler (2006), in his study also discovered newspapers as the most common medium used in advertising job openings by organizations. Other media such as Radio and Television were used to announce vacancies at NDVPL as shown by 13(19.1%) and 9(13.3%) of the respondents respectively.

Table 4.11.8 Methods of selection at NDVPL

Selection Methods	Frequency(n=68)	Percentage(%)
Preliminary Screening	10	14.70
Employment Test	10	14.70
Employment Interview	40	58.80
Background Checks	8	11.80

Source: Field survey, 2012

From Table 4.11.8, analysis of the data revealed that, majority 40(58.8%) of the respondents indicated the often usage of interviews as the predominant method used in selecting qualified candidates for employment at NDVPL. This observation is consistent with a study by Gomez-Meijia *et al.*, (2007) that indicates that, the commonest selection tool utilized in filling job openings in an organization is through employment interview. Other selection methods such as employment test, preliminary screening and background checks were conducted on candidates to assess their suitability for a particular job opening as indicated by 10(14.7%), 10(14.7%) and 8(11.8%) of the respondents respectively.

Table 4.12.9 Person responsible for employee selection at NDVPL

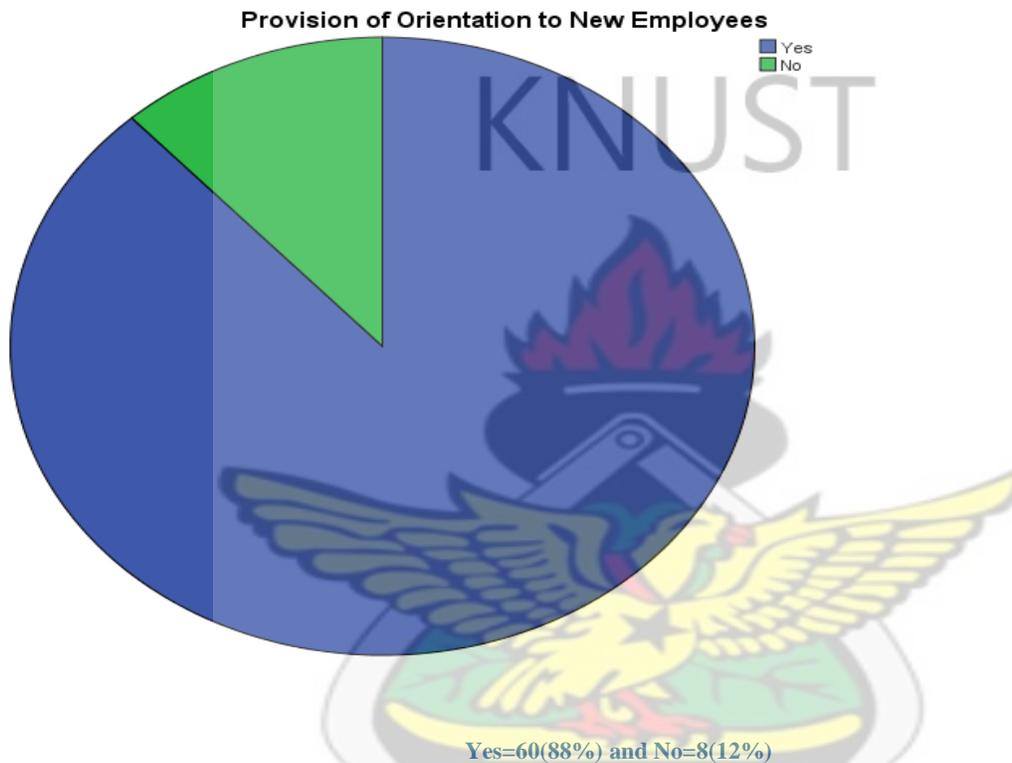
Employee selection	Frequency(n=68)	Percentage(100)
Chairman	10	14.7
Director	6	8.8
General Manager	2	2.9
H.R.M	10	14.7
Interview Panel	40	58.9

Source: Field survey, 2012

From Table 4.12.9 majority 40(58.9%) of the respondents suggested that employment interview were being conducted by an interview panel. However sometimes, the chairman, director,

general manager and HRM conduct interview separately on candidates as indicated by 10(14.7%), 6(8.8%), 2(2.9%) and 10(14.7%) of the respondents respectively.

Figure 4.13.4 Provision of orientation/induction training to new employees



Source: Field Survey, 2012

From Figure 4.13.4, majority 60(88.0%) of the respondents indicated that management of NDVPL provides orientation/induction training to new employees of the company. However, 8(12.0%), of the respondents indicated otherwise. This means that new employees of NDVPL receive training/induction on their job before they start work. The training/induction would enabled the newly employed staff to understand their job quickly and perform well without much supervision and mistakes.

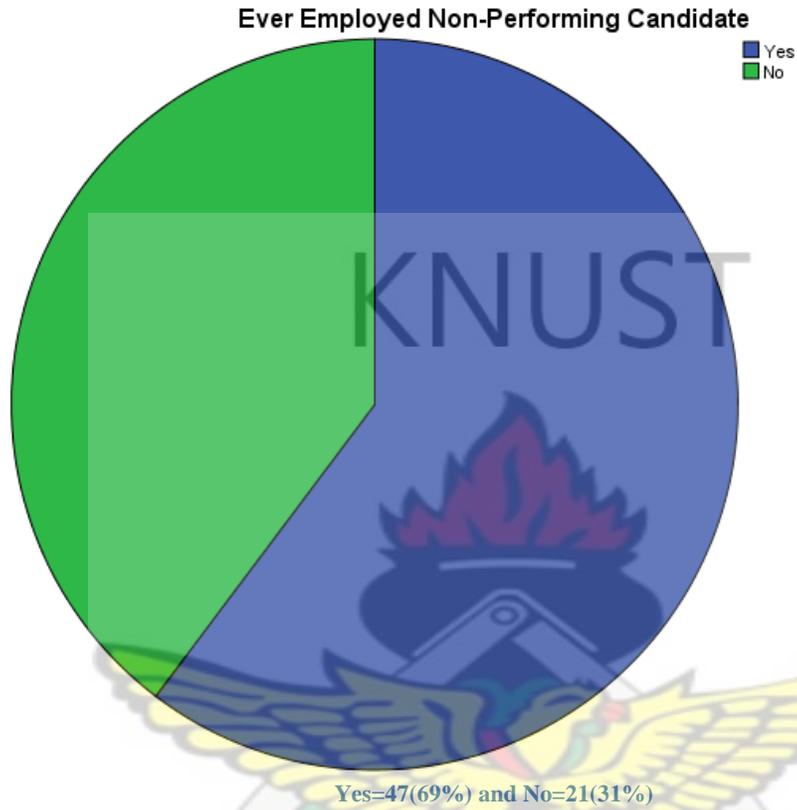
Table 4.14.10 Factors influencing selection procedures

Factors that influence selection	Frequency(n=68)	Percentage(%)
Socio-Cultural Factors	35	51.5
Political	5	7.4
Gender	18	26.5
Disability	9	13.2
Religion	1	1.5

Source: Field Survey, 2012

From Table 4.14.10, the major factor that influence selection procedures at NDVPL is socio-cultural. Majority 35(51.5%) of the respondents indentify socio-cultural factors as the major influencing factor on selection procedures. Other factors such as political 5(7.4%), gender 18(26.5%), disability 9(13.2%) and religion 1(1.5%) were identified as influencing factors on selection procedures. These influencing factors do not encourage fairness and transparency in the selection process, rather they create suspicion and doubt in the eyes of candidates or applicants. Cascio (1992), argued that the lack of preparation for interviews allows the selection decision to be biased by information or characteristics that are not related to the performance of the job. These biases can take the form of first impression, gender and attractiveness the degree to which the applicant matches the stereotypes formed by the interviewer before the interview.

Figure 4.15.5 Employment of non-performing employee



Source: Field Survey, 2012

From Figure 4.15.5 majority 47(69.0%) of the respondents believed that NDVPL have employed non-performing employees whilst 21(31.0%) of the respondents believed otherwise.

Table 4.16.11 Cause of employee Under Performance at NDVPL

If Yes, Cause of Under Performance	Frequency(n=68)	Percentage(%)
Lack Of Qualification	30	44.10
Lack Of Experience	19	27.90
Poor Working Condition	10	14.70
Indiscipline	9	13.3

Source: Field Survey, 2012

From Table 4.16.11 majority of the respondents 30(44.1%) of the study believed that the cause of employee under performance in the company was due to lack of qualification. Others also believed that lack of experience 19(27.9%), poor working conditions 10(14.7%) and indiscipline 9(13.3%) were causes of the employee under performance at NDVPL.

Table 4.17.12 Challenges in recruitment and selection

Challenges	Frequency(n=68)	Percentage(%)
Low compensation	20	29.40
High cost	5	7.40
Time waste	2	2.9
Biases	21	30.9
Poor preparation for interview	20	29.40

Source: Field survey, 2012

From Table 4.17.12 majority 21(30.9%) of the respondents indicated that bias constitute the biggest challenge in recruitment and selection at NDVPL. This finding is consistent with a study by Poole *et al.*, (1999), which suggested that human information processing capabilities are limited. Therefore, managers rely sometimes on inferences and shortcuts in judgment, and biases become a critical issue. In their view human judgment biases can affect the objective and quality of the selection process. Also, low compensation 20(29.4%), High cost 5(7.4%), time waste 2(2.9%) and poor preparation for interview 20(29.4%) constitute great challenge to recruitment and selection activities at NDVPL as represented by the respondents respectively.

4.2 Empirical analysis

This section, discusses the empirical results on the relationship between recruitment and selection policies and procedures and performance. Issues covered here are the effectiveness of the external and internal recruitment sources, effectiveness of the methods and procedures of recruitment and selection, and relationship between recruitment and selection procedures and performance of NDVPL.

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Table 4.2.1: Effectiveness of external source of recruitment

External Source Of Recruitment	Effective	Don't Know	Not Effective	Total
Advertisement	27(69.2)	3(7.8)	9(23.1)	39(100.0)
Educational Institutions	0(0.0)	0(0.0)	0(0.0)	
Employment Agencies	15(60.0)	2(8.0)	8(32.0)	25(100.0)
Professional Associations	3(33.3)	6(66.7)	0(0.0)	9(100.0)
Chi-Square Tests	Value	Df	sig (2-sided)	
Pearson Chi-Square	12.031 ^a	8	0.000	
N of Valid Cases	68			

Source: Field survey, 2012

From table 4.2.1, out of the total respondents who suggested advertisement as the external source of recruitment, the majority 27(69.2%) agreed to its effectiveness. Similarly, the majority 15(60.0%) of the respondents who also suggested employment agencies as the external source of recruitment adhered to its effectiveness. However, the majority of the respondents 6(66.7%) who suggested professional associations as the external source of recruitment indicated their unawareness of its effectiveness level. From table 4.2.1, the Pearson chi-square test value of 12.031 is statistically significant at 1%, and hence indicates dependency of the two cross

tabulated variables because of the need of ‘rejecting’ the null hypothesis of independence. The significance of the relationship between the various external source of recruitment and the effectiveness of these methods is a statistical proof of the dependency of the two variables. This implies that the methods of the external source of recruitment statistically influence the effectiveness of the methods at NDVPL.

Table 4.2.2 Effectiveness of internal source of recruitment

Internal Source Of Recruitment	Effective	Don’t Know	Not Effective	Total
Promotion	36(83.7)	3(7.0)	4(9.3)	43(100.0)
Transfer	7(70.0)	1(10.0)	2(20.0)	10(100.0)
Job Postings	6(66.7)	1(11.1)	2(22.2)	9(100.0)
Skill Inventory	4(66.7)	0(0.0)	2(33.3)	6(100.0)
Chi-Square Tests	Value	Df	sig (2-sided)	
Pearson Chi-Square	17.679 ^a	8	0.000	
N of Valid Cases	68			

Source: Field survey, 2012

From table 4.2.2, out of the various respondents who suggested promotion as the internal source of recruitment, the majority 36(83.7%) deemed it effective. In a similar vein, the respondents who suggested transfer as the internal source of recruitment, the majority 7(70.0%) also deemed it effective. Job postings and skill inventory as internal source of recruitment at NDVPL were also deemed effective. From table 4.2.2, the Pearson chi-square test value of 17.679 is statistically significant at 1%, and hence indicates dependency of the two cross tabulated variables because of the need of ‘rejecting’ the null hypothesis of independence. The significance of the relationship between the various internal sources of recruitment and the effectiveness of

these methods is a statistical proof of the dependency of the two variables. This implies that the methods of the internal source of recruitment statistically influence the effectiveness of the methods at NDVPL.

Table 4.2.3 Effectiveness of recruitment and selection methods

Selection methods	Effective	Don't Know	Not Effective	Total
Preliminary screening	10(83.3)	2(16.7)	0(0.0)	12(100.0)
Employment test	13(81.3)	1(6.3)	2(12.5)	16(100.0)
Employment interview	37(92.5)	1(2.5)	2(5.0)	40(100.0)
Chi-Square	value	Df	sig(2-sided)	
Pearson Chi-Square	7.516	8	0.000	
N of Valid Cases	68			

Source: Field survey, 2012

From Table 4.2.3, the majority 10(83.3%) of the respondents who suggested preliminary screening as the recruitment and selection method deemed it effective. Also, the majority of respondents 13(81.3%) who suggested employment test as the method of recruitment and selection before employment deemed it effective. The dominant method of recruitment and selection (employment interview) as suggested by the respondents was also deemed effective. From table 4.2.3, the Pearson chi-square test value of 7.516 is statistically significant at 1%, and hence indicates dependency of the two cross tabulated variables because of the need of 'rejecting' the null hypothesis of independence. The significance of the relationship between the various methods is a statistical proof of the dependency of the two variables. This implies that the methods of recruitment and selection before employment statistically influence the effectiveness of the methods at NDVPL.

4.3 Relationship between recruitment and selection policies and procedures and NDVPL performance

This section of the study assesses the relationship between recruitment and selection policies and procedures at NDVPL and the company's performance. The section utilizes the non-parametric statistical tool known as Spearman Rank Correlation to derive the magnitude and direction of the relationships as shown in table 4.3.1

Table 4.3.1 Relationship between recruitment and selection procedures and performance

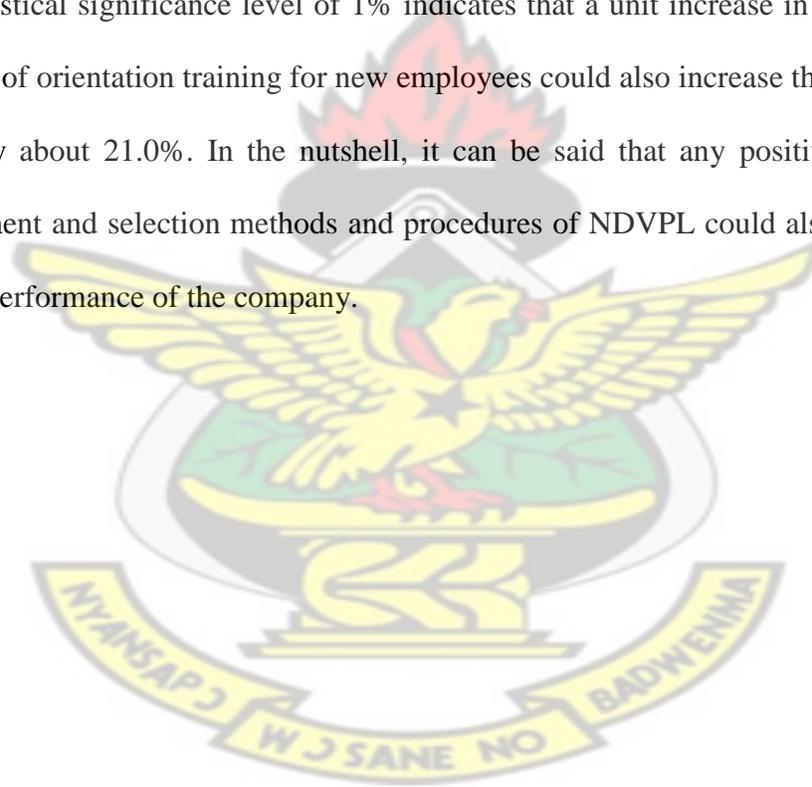
	ISR	ESR	ESMBE	PO	P/NDVP
Internal Source of Recruitment (ISR)	1.000				
N	68				
External Source of Recruitment (ESR)	0.0602	1.000			
N	68	68			
Sig. level	0.3996				
Recruitment and Selection Methods before Employment (ESMBE)	0.1143	-0.0994	1.000		
N	68	68	68		
Sig. level	0.1090	0.1637			
Provision of Orientation training (PO)	0.1256*	0.1523*	0.1975*	1.000	
N	68	68	68	68	
Sig. level	0.0779	0.0322	0.0322		
Performance of N.D.V.P (P/NDVP)	0.2177*	0.2266*	0.1666*	0.2149*	1.000
N	68	68	68	68	68
Sig. level	0.0021	0.0013	0.0190	0.0024	

Source: Field Survey, 2012

***, Indicates Significance**

From table 4.3.1, it is evident that the internal source of recruitment at NDVPL is positively related to the performance of the company at a statistical significance level of 1%. The coefficient of 0.21779 indicates that a unit change in the effectiveness of internal source of recruitment could bring about 22.0% changes in the performance of the company. There is also a

positive correlation of a magnitude of 0.2266 between the external source of recruitment and the performance of the company at a statistical significance level of 1%. This implies that a unit increase in the effectiveness level of external source of recruitment at NDVPL could also bring about 23.0% increase in the company's performance. Furthermore, the positive correlation coefficient of 0.1666 indicates that a unit change in the effectiveness of recruitment and selection methods before employment would also bring about 17.0% increase in the performance of NDVPL at a statistical significance level of 5%. Finally, the positive correlation coefficient of 0.2149 at a statistical significance level of 1% indicates that a unit increase in the effectiveness of the provision of orientation training for new employees could also increase the performance of the company by about 21.0%. In the nutshell, it can be said that any positive change in the various recruitment and selection methods and procedures of NDVPL could also bring about an increase in the performance of the company.



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter of the study summarizes the thematic findings of the study, makes the necessary conclusions and makes feasible recommendations.

5.1 Summary of Findings

The study of the effect of recruitment and selection policies and practices on NDVPL performance revealed interesting facts that have been summarized below:

5.1.1 Presence of policy on recruitment and selection

The study revealed that Naja David Veneer and Plywood Limited have policy guiding the recruitment and selection of employees. This was confirmed by majority 51(75%) of the respondents claiming their awareness of the existence of a policy on recruitment and selection of employees in the organization.

5.1.2 Type of recruitment policies

The type of recruitment often utilized in Naja David Veneer and Plywood Limited is internal. The internal method of recruitment predominantly used was promotion. This is supported by majority 43(63.2%) of the respondents who said promotion was the internal employment tool used by NDVPL. However, other internal methods such as transfers, job posting and skill inventory were also occasionally utilized. The external source of recruitment utilized by the

company is through advertisement. The advertising medium used by Naja David Veneer and Plywood Limited to announce vacancy in the company was predominantly through newspapers. Though, others like radio and television were also occasionally utilized. However, other forms of external source of recruitment used by Naja David Veneer and Plywood Limited were through employment agencies and professional associations.

5.1.3 Recruitment and selection procedures

The study identified the presence of recruitment and selection procedures at Naja David Veneer and Plywood Limited, even though, majority of the respondents said they were employed through friends. This is supported by the responses of majority 43(63.2%) of the respondents who said that they were employed through friends. Others also joined the company through walk-in and advertisement. The company's recruitment and selection method before employment was predominantly through employment interview. Interviews in the company were often conducted by a panel. Occasionally, interviews in the company were conducted by the chairman, managing director, general manager or the HR manager. However, preliminary screening, employment test and background checks on prospective employees were also occasionally used. An interview panel was often responsible for recruitment and selection in the company.

5.1.4 Provision of training/induction to new employees

Provision of training/induction is a very important and necessary ingredient for new employees to perform better and achieve company results. The aim is to equip the new employee with the requirements of his new job so that he makes little mistakes and perform better. The study revealed that after employment, new employees were given orientation training. Naja David

Veneer and Plywood Limited provides induction training to new employees to enable them make less mistakes and perform better on their job.

5.1.5 Factors influencing recruitment and selection activities

The study also revealed that, in most cases, the recruitment and selection processes at NDVPL was often influenced by socio-cultural factors. This was evidence by the response of majority 35(51.5%) of the respondents. Though, other factors like political, religion and gender also influenced the recruitment and selection procedures of the organization.

5.1.6 Effectiveness of the recruitment and selection methods and procedures

Naja David Veneer and Plywood Limited had employed non-performing candidates before. The study revealed that this occurred because of lack of qualification on the part of the employee. However, other respondents also attributed employment of non-performing employees to poor working conditions, lack of qualification and indiscipline. Irrespective of occasionally employing non-performing employees, the internal and external methods of recruitment and selection procedures of the company was deemed effective.

5.1.7 Effect of recruitment and selection polices on performance

The study revealed positive correlation between internal and external sources of recruitment and selection and performance of the company. Similarly, there was also positive correlation between recruitment and selection methods and performances of the company. This therefore implies that an improvement in the effectiveness of internal and external sources of recruitment and selection would also improve the performance of Naja David Veneer and Plywood Limited. Furthermore, the company's provision of orientation training for new employees also has the capacity to improve the performance of the company.

5.1.8 Challenges in recruitment and selection

The study revealed that Naja David Veneer and Plywood Limited was confronted by challenges of varying nature in its recruitment and selection activities. It was revealed that bias constitute a major challenge in recruitment and selection activities. Other challenges such as low compensation, poor safety and health records, high cost in recruitment and selection, poor preparation before interview and time waste constitute challenges to the recruitment and selection activities of NDVPL.

5.2 Conclusion

All companies including Naja David Veneer and Plywood Limited desire to employ high performing and competent employees. However, this often is influenced by the recruitment and selection policy, methods and procedures of the company, all other things being equal. Therefore, the study conducted to identify the effect of NDVPLs recruitment and selection policies and procedures revealed several pertinent findings.

To begin with, the study identified the presence of recruitment and selection policy at NDVPL. The type of recruitment and selection policy utilized by NDVPL is predominantly internal. The internal source of recruitment was often through promotion. The external source of recruitment was often through advertisement. The predominant advertising medium used by NDVPL was radio. Though the majority of the respondents joined the company through friends, others also joined through walk-in and advertisement. NDVPL recruitment and selection method before

employment was predominantly through employment interview. Interviews in the company were often conducted by an interview panel. After employment, new employees were given orientation training. In most cases, the recruitment and selection procedure was often influenced by socio-cultural factors and bias. Irrespective of the company employing non-performing employees, the various external and internal recruitment and selection procedures and methods are deemed effective.

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Furthermore, the study revealed that internal and external methods of recruitment and selection have positive influence on the performance of NDVPL. Training orientation offered to new employees of NDVPL positively influences the performance of the company. Therefore, any system put in place to improve the effectiveness level of NDVPLs recruitment and selection policies and procedures would invariably improve the performance of the company.

5.3 Recommendations

Based on the findings of the study, the researcher enumerates several feasible recommendations that could invariably improve the performance of NDVPL.

5.3.1 The various recruitment sources

The revelation that NDVPL principally relies on internal source of recruitment to fill in vacant positions means that the organization cannot be devoid of organizational inbreeding and limited knowledge. It is therefore recommended that management gives equal attention to external source for the provision of the much needed variety and external talents and skills necessary for the company to stay in competition and grow. Again, due to the proliferation of radio and television stations nationwide, they must be extensively used to advertise to prospective

applicants since they have large listening audience. Also, the company does not have a website. Management should create a website for different categories of application forms; therefore it is necessary to create different application forms for different categories of applicants at all levels. The various levels include Post graduate, Degree, Polytechnic, Professional and other Certification.

In addition, the company's website can clearly direct applicants stating good guidelines to shorten their application process and finally to hand them over. More so, on line application could also help those in charge of the recruitment process to reduce a lot of paper work and conceal vital information which would otherwise have leaked. Also, employee referral exhibits some biases especially those who might be considered to be very good and yet have no relationship with employees of NDVPL. In the nut shell more recruitment agencies, both public and private should be considered to give a wider coverage to more applicants.

5.3.2 Methods used in the selection process

In spite of the numerous selection methods available, the company concentrated a lot on employment interviews. It is therefore recommended that the other selection methods must be stretched to their outmost limit so as to have fair and general idea of all applicants. Training orientations offered to new employees should be improved to achieve an improved performance of employees and hence improvement in organizational performance. Furthermore, it is recommended that management should make full records of the whole selection process. For instance candidates detailed CV'S and application forms must have reasons for their acceptance and/or rejection. In this light, candidates performance records before and after probation should

be detailed enough right from the date of employment to the period of ending their contractual relationship. A record of recommendation is so pivotal in the day to day administration of the organization because they can be used for several analysis and other research purposes. What is more, results based on complete records are assumed to be valid; therefore, they are used in decision making.

Also, performance management system and other management best practices should be introduced and apply regularly to put employees on their toes to work assiduously at all times. Closely linked to the above is the fact that the records taken on performance, tests and others should not have disparities or inequalities hence their authenticity could be very reliable.

Furthermore, the company should also consider the use of assessment centres which would give an in-depth study on the abilities, behaviour and the general characteristics of candidates. This would greatly avoid biases, subjectivity and ensure fairness and credibility in the selection process.

In conclusion, the research is anticipated to add up to the repertoire of knowledge that could be found in NDVPL. It is expected to generate more interest and creates the desire for further research into the activities of the company.

5.3.3 Improve Company's Compensational Packages

Since the study revealed inferiority of NDVPL's compensational package as a challenge to its recruitment and selection practices, It is therefore recommended that management should improve both the financial and non-financial rewards/compensation in the organisation relative

to those of its competitors in the wood processing industry. This would strengthen the position of the company in attracting and retaining best talents.

5.3.4 High cost in recruitment and selection activities

It has emerged from the study that the cost of recruitment and selection activities at NDVPL was high and expensive. Also, safety and health records of the company was not the best. This serves as impediment to the attraction and retention of qualified employees to the company. It is therefore recommended that management looks for a cost-effective ways to recruitment and selection of employees in the company. Management can also lay down measures such as safety guidelines within the organization to improve the safety and health conditions of all employees.

5.3.5 Bias during recruitment and selection activities

It was realized from the study that biases constitute the greatest challenge in recruitment and selection of employees. It is therefore recommended that management of the company should put in measures that ensures fairness in the selection process. This would ensure credibility in the selection process and the most qualified candidate is selected for any job opening in the company.

5.3.6 Limitations and Areas for further study

Since the current study is limited to the identification of the effect of recruitment and selection policies of NDVPL on performance, any further study could look at its effect on performance of employees. The production trend per changes in recruitment and selection policies could also be explored. The current study was limited to sixty eight (68) management and senior staff;

however, any further study could therefore include other categories of employees or even increase the sample size. The study could also be conducted by comparing companies in the same economic environment.

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APENDIX

QUESTIONNAIRE KNUST SCHOOL OF BUSINESS HUMAN RESOURCE DEPARTMENT

I wish to introduce myself to you as a Master of Business Administration (MBA) student of the School of Business, Kwame Nkrumah University of Science and Technology. As part of the programme, I am required to write a thesis whose title is ‘The Effect of Recruitment and Selection Policies on Company’s Performance – A case study of Naja David Veneer and Plywood Limited’. Your organisation has granted me permission to use it as my case study organization. Consequently, sample employees, of which you are a member, are required to fill in the questionnaire you have. I would be most grateful if you could please spare some few minutes of your precious time to answer all the questions before you. You are assured that all the data or information you provide would be treated with utmost confidentiality. Thank you in advance for your co-operation

QUESTIONNAIRE FOR MANAGEMENT AND SENIOR STAFF MEMBERS PLEASE, TICK AGAINST THE APPROPRIATE BOX

1. Sex of respondents

a. Male []

b. Female []

2. Age of respondents

a. 18 - 28 years []

b. 29 - 39 years []

c. 40 - 50 years []

d. 51 years and above []

3. Levels of education?

- a. SSCE /WSSCE []
- b. G.C.E. '0' and 'A' level []
- c. H.N.D. / Professional Diploma []
- d. Bachelors Degree []
- e. Masters Degree/ PhD []

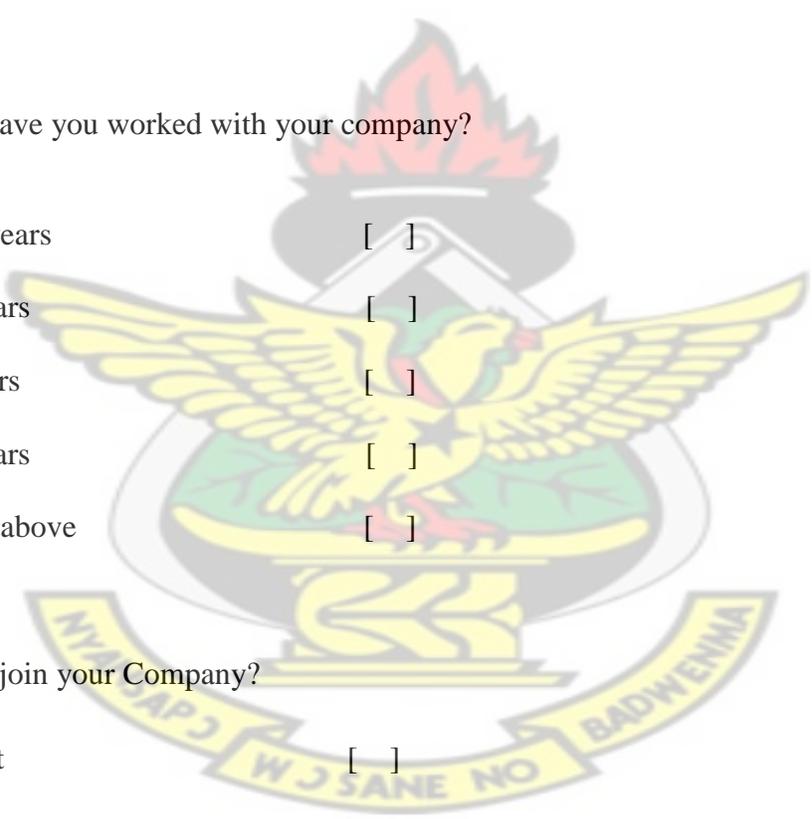
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4. How long have you worked with your company?

- a. Less than 5 years []
- b. 6 - 15 years []
- c. 16 - 25 years []
- d. 26 - 35 years []
- e. 36 years and above []

5. How did you join your Company?

- a. Advertisement []
- b. Employment agency []
- c. Walk-in []
- d. Through friend []
- e. Educational Institution []



6. Do you have policy on recruitment and selection of employees in your company?

a. Yes []

b. No []

7. Which of the following types of recruitment do you often use?

a. External []

b. Internal []

8. Which of the following internal methods of recruitment do you often use?.

a. Promotion []

b. Transfer []

c. Job postings []

d. Skill inventory []

9. Which of the following external sources of recruitment do you often use?

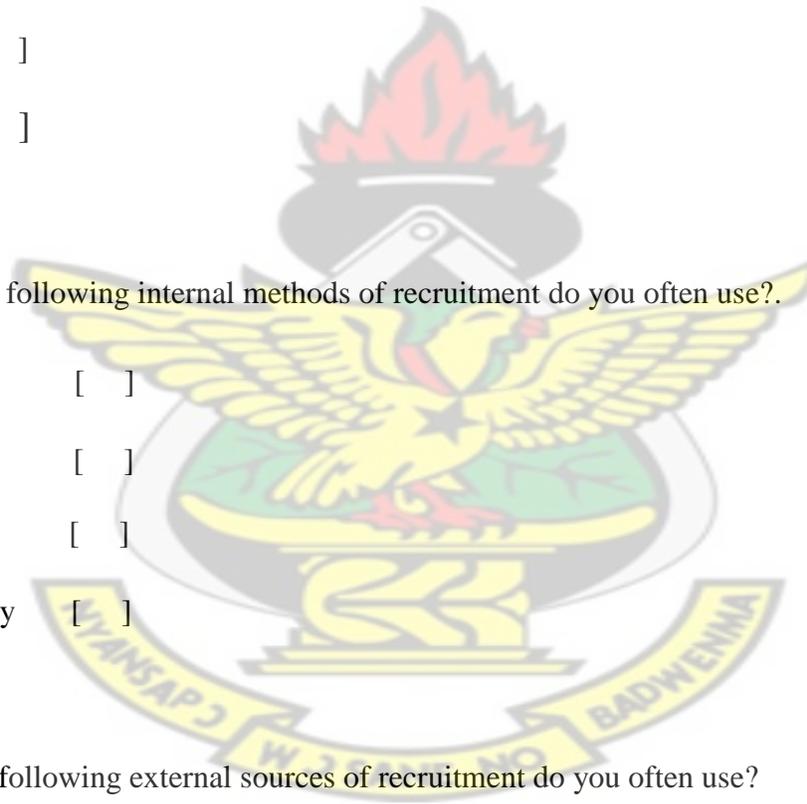
a. Advertisement []

b. Educational institutions []

c. Employment agencies []

d. Professional associations/bodies []

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10. Which of the following advertising medium do you make known your vacancy information to the public?

- a. Radio []
- b. Newspaper []
- c. Television []
- d. Internet []

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11. Which of the following selection methods do you conduct on applicants before you offer them employment?

- a. Preliminary screening []
- b. Employment test []
- c. Employment interview []
- d. Background checks []

12. Who is responsible for final selection of employees in your company?.

- a. Chairman []
- b. Director []
- C. General Manager []
- d. H.R.M []
- e. Interview panel []

13. Do you provide orientation/induction training to new employees in your company?.

a. Yes []

b. No []

14. Which of the following influences your company's recruitment and selection policy and procedures/

a. Socio-cultural influences []

b. Political influences []

c. Gender influences []

d. Disability influences []

e. Religious influences []

15. Have you employed a candidate who could not perform?

a. Yes []

b. No []

16. If yes, which of the following was the cause of his/her under performance?.

a. Lack of qualification []

b. Lack of experience []

c. Poor working condition []

d. Indiscipline []

17. Which of the following challenges do you encounter in your recruitment and selection practices ?

- a. Inferiority of compensation
- b. High Cost
- c. Selection bias
- d. Lack of preparation for interview

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