RECRUITMENT AND SELECTION PRACTICES OF ORGANISATIONS, A CASE STUDY OF HFC BANK (GH) LTD.

by

DJABATEY, EDWARD NARTEY
(PG 3057709)

A Thesis submitted to the Institute of Distance Learning, Kwame Nkrumah University of Science and Technology in partial fulfillment of the requirements for the degree of

COMMONWEALTH EXECUTIVE MASTER OF BUSINESS ADMINISTRATION

April, 2012

DECLARATION

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

Edward Nartey Djabatey (PG3057709)   …...……………..   ………………..
                                                                        Signature   Date

Certified by:

Mr. Kwaku Amofah   …………………….   ………………
                                                                        Signature   Date

Certified by:

Prof. I. K. Dontwi   …………………….   ……………
Dean, IDL   Signature   Date
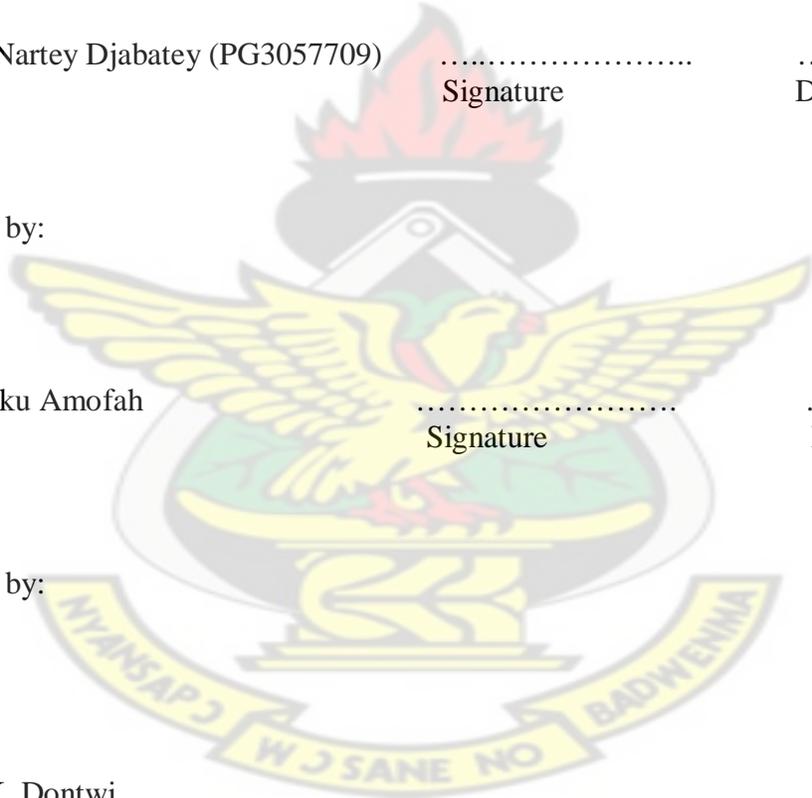
DEDICATION

I dedicate the entire work to God Almighty, for taking care of my life throughout my education, and to my dear wife Mrs. Margaret Djabatey for her advice and support towards my success in education, and finally to my children: Lucy Fosuaa Djabatey, Vanessa Nana Denkye Djabatey, Cindy Tetetsu, Marion Gyamfua Djabatey, Emile Owusu Nuamah Djabatey and Davlyn Asabea Djabatey for their prayers. Finally to my parents Mr. Felix Doku Tetetsu and Mad. Florence Owusu for their support and encouragement.

ACKNOWLEDGEMENT

ABSTRACT

The purpose of this study was to assess the effectiveness of the recruitment and selection practices and procedures of HFC Bank, Accra. It was to find out the recruitment and selection practices of HFC Bank, the effectiveness of the recruitment and selection practices of HFC Bank, the challenges associated with the recruitment and selection practices of HFC Bank and ways to help improve human resource planning and development. The study obtained information from one hundred (100) respondents from staff of HFC Bank in the Greater Accra Region through the use of questionnaires. The results indicated that, advertising of job vacancies and employee referrals are mostly the mode for recruiting potential employees, it was also realized that the method used in the recruiting and selection process was very effective and moreover helped improve employee performance, the study revealed that the selecting and recruitment process are also characterized with lots of challenges. Among the recommendations made were that potential employees should all be treated fairly in the recruitment and selection process, more so employees must be appraised constantly to ensure that they improve upon their performance.

TABLE OF CONTENT

LIST OF TABLES

KNUST

LIST OF FIGURES

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Since World War II and the growth of modern management science, solid business planning has become the key differentiator enabling competitive success. It seems unnecessary to point out that planning for a businesses' most critical resource is essential. As we move through the 21st century where a globalized workforce is the basis of competition we find that the principles of human resource planning and development are of prime importance. The success of a business or an organization is directly linked to the performance of those who work for that business. Underachievement can be a result of workplace failures. Because hiring the wrong people or failing to anticipate fluctuations in hiring needs can be costly, it is important that conscious efforts are put into human resource planning (Biles et al, 1980).

People are individuals who bring their own perspectives, values and attribute to organizational life, and when managed effectively, these human traits can bring considerable benefits to organizations. One of the most significant developments in the field of organization in recent times is the increasing importance given to human resources. More and more attention is being paid to motivational aspects of human personality, particularly the need for self-esteem, group belonging, and self-actualization. This new awakening of humanism and humanization all over the world has in fact enlarged the scope of applying principles of human resource management in organizations. The development of people, their competencies, and the process development of the total organization are the main concerns of human resource management (Mullins, 1999).

Recruitment and selection is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications (Walker, 2009).Thus recruitment is the process of

identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment. Selection then begins when the right caliber of candidates are identified. Selection is thus the process through which organizations make decisions about who will or will not be allowed to join the organization. The selection process varies from organization to organization, job to job, and country to country. Some of the processes include screening applications and resumes, testing and reviewing work samples, interviewing, checking references and background. Organizations use these processes to increase the likelihood of hiring individuals who possess the right skills and abilities to be successful at their jobs (Walker, 2009).

Following the initial selection of incumbents they are likely to again be chosen to develop their further interest in the organization and later to encourage them to apply for other jobs. Using appropriate techniques the suitable candidates are thus, able to be recruited and selected during their career development. It has been argued that in order for the firm to build and sustain the competitive advantage, proper staffing is critical Recruitment and selection is a major HRM function as it encompasses all organizational practices and decisions. Recent technological advances, globalization, social trends and changes within organizations have brought new challenges for recruitment and selection (Hax, 2001)

According to Dessler (2003), there has been a significant amount of research examining what skills and qualities employers value most in job applicants. Qualifications, work experience and communication or interpersonal skills are the most frequently identified qualities. Work experience and qualifications are measures of competence in relation to an applicant's technical skills, whereas the concept of communication skills appears to be a generic term incorporating many different specific skills. Indeed, communication in the workplace encompasses team skills;

2

leadership skills; an ability to negotiate with or persuade others; problem solving skills; organizational skills; crisis management skills; and presentation skills. Other communication competencies include cultural adaptation, social competence and language proficiency. An applicant's success with job seeking is related to their ability to describe their experiences, skills and knowledge through a range of media. Thus, effective communication is an essential competency required by all job applicants.

To manage a diverse workforce effectively, an organization must hire and promote the most capable candidate for a job, while being mindful of the necessity to build a workforce that is representative of the greater business community. This may be achieved through using more appropriate and inclusive recruitment and selection strategies. Despite a recent increase in published literature discussing recruitment and selection practices, there has been little change in the types of methods used to recruit and select employees (Kelly, 2006)

Better recruitment and selection strategies result in improved organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees.   In addition, the effectiveness of an organization's selection system can influence bottom-line business outcomes, such as productivity and financial performance. Hence, investing in the development of a comprehensive and valid selection system is money well spent.

In Ghana and other parts of the world, recruitment and selection processes are practised to some extent even though job placements in both public and private organizations are more or less affiliated to networking and political inclinations.   It is vital that organizations select people with

3

the quality essential for continued success in this competitive global village of today. The only means of achieving this success is through proper recruitment and selection practices.

Recruitment and selection process is vitally important to any organization desirous of attracting and appointing qualified personnel. Getting the right people in the right place at the time doing the right job is an essential element of recruitment and selection process in organizations. In order for the process to meet desired goals, it must be valid and measurable, with minimum adverse impact.

The challenge for many researchers then have been to demonstrate how scientifically derived recruitment and selecting practices add value to organization's performance. Recruitment and selecting staff is expensive both in terms of time and money, and it is therefore important that the process is carried out smoothly and efficiently and results in the appointment of a person who fits the job.

Organizations exist not because of their desire to be benevolent but to also make profit. Though their initial concern may be that of image building and winning the goodwill of the public, but the ultimate goal is the achievement of the organizational goals. This means that there is the need to plan strategically to cater for the short, medium and long term growth of the organization.

1.2 Statement of the Problem

The success of organizations in this modern business environment depends on the calibre of the manpower that steers the day to day affairs of the organizations. The process of recruiting and selecting all categories of employees into both private and public companies has been a matter of concern to many and needs attention. Even though it is the wish of every organization to attract the best human resource in order to channel their collective effort into excellent performances, unconventional selection practices can mar any business plan.

Managing people is a definite challenge both at strategic or even organizational levels. Thus, human resources are well managed and developed in alignment with the organizational goals and strategies. It has been observed that for any organization to achieve its stated objectives and goals there is the need for management to put in place policies or strategies that will help attract the best of employees to strive towards the achievement of organizational objectives.

It has also been observed that the performance output of employees of HFC Bank is of prime concern to management of HFC Bank as it affects productivity and the development of the bank. Importantly, some of the employees who are not able to improve and adjust to their new working environment resign leading to employee turnover and this affects the organization in terms of cost and productivity.

The study identified and assessed the effectiveness of the recruitment and selection practices and procedures of HFC Bank, Accra.

1.3 Objectives of the Study

The objectives of the study are:

1. To identify the recruitment and selection practices of HFC Bank

2. To examine how recruitment and selection practices affect the performance or development of HFC Bank

3. To assess the challenges associated with the recruitment and selection practices of HFC Bank

4. To identify factors that will improve recruitment and selection practices at HFC Bank.

1.4 Research Questions

The research questions which served as a guide to the study are:

1. What are the recruitment and selection practices of HFC Bank?

2. What is the effectiveness of the recruitment and selection practices of HFC Bank?

3. How do recruitment and selection practices affect the performance and development of HFC Bank?

4. What are the challenges associated with the recruitment and selection practices of HFC Bank?

5. What are the ways to help improve human resource planning and development?

1.5 Significance of the Study

A study of this nature will help HFC Bank and others banks to adopt measures in the context of human resource planning and development in relation to recruitment and selection.

The study is very significant because it will add to the existing literature or the research has added to the stock of books and works already written on human resource planning and development. Also it will afford the Ghana Bankers Association and Union of Finance and Commerce Workers (UNICOF) the opportunity to identify the benefits of human resource and challenges facing their members and find lasting solutions to them.

It will also be beneficial to the academic community and decision makers who deal directly with the banking sector and to make meaningful proposals and suggestion to improve the banking sector in Ghana. Also the study is important because it reveals the importance of the banking sector to the socio-economic development of Ghana. These include offering employment to many people.

Furthermore the study will serve as a spring board to those who want to delve much into human resource planning and development. Finally this will give fore knowledge to management of HFC before embarking on human resource planning and development.

1.6 Area and Scope of the Study (Delimitation)

The study was delimited to investigate human resource planning and development. The study is further delimited to HFC branches in Greater Accra, and this include the headquarters in North Ridge, Adabraka, Post Office Square, Accra Central and Legon Branch all in the Greater Accra Region of Ghana because of the availability and accessibility of information.

Also the study is delimited to employees of the Bank since human resource planning and development are nominally targeted at core employees. This will facilitate mobility to target population as well as to cut down cost comparatively. Other factors like time and convenience were also taken into consideration**.**

1.7 Limitations

In the course of information gathering, the author encountered many problems. Some were personal and finance was also a major hindrance to the course of this research. Personally, the author tried to solicit information from specific department within the company but was not permitted to do so. If the author had been given the necessary assistance from some of the departments much information could have been collected to enhance the work. Lack of financial resources restricted my desire to seek information from several areas.

1.8 Methodology

The sample for the study was taken from the staff of HFC Bank in Accra. The sample unit of the study constituted all senior staff from the various departments of the banks. The researcher limited the sample size to one hundred (100). The simple random and purposive sampling techniques were adopted in the selection of the sample units or respondents from the departments.

Primary and secondary sources of data were used in the research. Questionnaires were used in the collection of the primary data. Secondary data was sourced through the use of books, articles, journals, and handouts on human resource development. Electronic search engines such as the internet and Encarta encyclopedia were also used.

1.9 Organization of the Study

The study consists of five chapters. The first chapter consists of the background to the study, statement of the problem, Scope of the study, Objective of the study and significance of the study and lastly the organization of the study.

Chapter two deals with literature reviews of concepts relevant to the study.

In chapter three, the methodology adopted to conduct the research was stated. This chapter deals with issues such as the research design, instrument and data collection tools and data analysis.

Chapter four deals with data presentation, discussion and analysis.

The last chapter indicates the findings of the study, conclusion and recommendations.
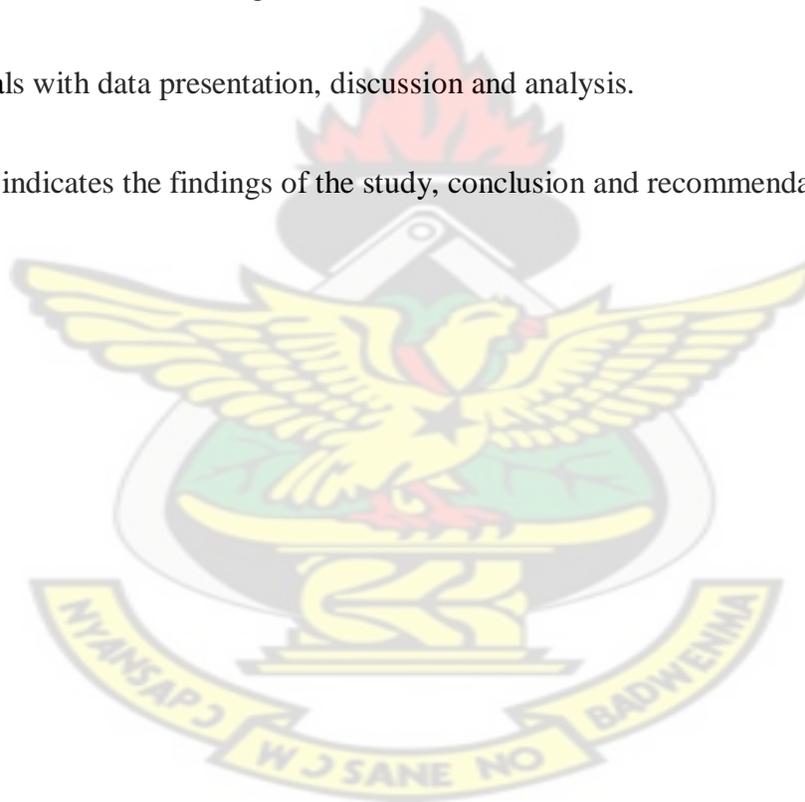
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter deals with the assessment of literatures which relate to the topic the recruitment and selection practices of organization. Several literatures would be selected and relevant areas would be reviewed and evaluated. This chapter provides information about aspect of previous works which relate to this study. In view of this, a number of presentations culled from various sources are under review here.

2.1 The Concept of Recruitment and Selection

According to Costello (2006) recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests. In other words, the recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies. Successful recruitment begins with proper employment planning and forecasting. In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on an analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expanded to attract and retain such talent. Also related to the success of a recruitment process are the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources. Organizations seeking recruits for base-level entry positions often require minimum qualifications and experiences. These applicants are usually recent high school or

university/technical college graduates many of whom have not yet made clear decisions about future careers or are contemplating engaging in advanced academic activity. At the middle levels, senior administrative, technical and junior executive positions are often filled internally. The push for scarce, high-quality talent, often recruited from external sources, has usually been at the senior executive levels. Most organizations utilize both mechanisms to effect recruitment to all levels.

The focus of recruitment and selection according to Montgomery (1996) is on matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job. Jovanovic (2004) said recruitment is a process of attracting a pool of high quality applicants so as to select the best among them. For this reason, top performing companies devoted considerable resources and energy to creating high quality selection systems.

Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success Jovanovic (2004). Due to the fact that organizations are always fortified by information technology to be more competitive, it is natural to also consider utilizing this technology to re-organize the traditional recruitment and selection process through proper decision techniques, with that both the effectiveness and the efficiency of the processes can be increased and the quality of the recruitment and selection decision improved. A human resource information system is a system exploited to acquire, store, manipulate, analyse, retrieve, and distribute relevant information regarding an organization's human resources (Huselid, 1995). The purpose of the system is to support human resource services from the strategic level down to the tactical and operational levels. Many decision-making problems, including recruitment and selection, are herein involved. The system

facilitates automated or computerized procedures to solve the problems, and is of vital importance as an aggressive tool in the information age.

Researchers indicate that effective recruitment practices and policies enable boards to find the best candidate for their organization. The personnel function becomes especially important when recruiting and selecting new administrators. A critical role for human resource management is how to elicit positive reactions from candidates when discussing administrative roles. When opportunities are presented to employees to move towards careers in administration (i.e., tapping shoulders of potential candidates), often a negative reaction occurs. People without administrative experiences have negative perceptions and views of the role of the administrator. In attempts to attract and support individuals to the administrator's position it is necessary to identify what barriers prevent potential candidates from applying to the pool. Job complexity and workload are perceived by employees as the two considerations having had the greatest impact on the number of applicants for administrative positions. Other factors include poor remuneration as it relates to demands and expectations of the job and lack of resources and support structures in. Many highly qualified, competent, and talented employees dismiss careers in administration because they do not want to sit in an office all day. Until some alternative image is understood, or at least some support and resources put in place, a problem of pre-screening and identification will not likely improve (Mullins, 1999).

2.2 Recruitment and Selection Process and Development of the Organization

Recruitment and selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of workers. It frequently forms an important part of the work of human resource managers – or designated specialists within

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

Recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Dessler, 2000).

Recruitment and selection is a topical area. While it has always had the capacity to form a key part of the process of managing and leading people as a routine part of organizational life, it is suggested here that recruitment and selection has become ever more important as organizations increasingly regard their workforce as a source of competitive advantage. Of course, not all employers engage with this proposition even at the rhetorical level. However, there is evidence of increased interest in the utilization of employee selection methods which are valid, reliable and fair.

Mullins (1999) indicated that to be a high performing organization, human resource management must be able to assist the organization to place the right person in the right job. The human resource management practices include recruitment, selection, placement, evaluation, training and development, compensation and benefits, and retention of the employees of an organization. Businesses have developed human resource information systems that support: (i) recruitment, selection, and hiring, (ii) job placement, (iii) performance appraisals, (iv) employee benefits analysis, (v) training and development, and (vi) health, safety, and security. The first few

activities of human resource management are recruiting and selecting which deal with the actions concerned, and the recruiting is also less frequently alerted in human resource information system recently. Besides, e-recruitment on the web being the current trend for the recruitment and selection processes can further distinguish many activities of the processes. Dessler (2000) lists the essence of these in the following; build a pool of candidates for the job, have the applicants fill out application forms, utilize various selection techniques to identify viable job candidates, send one or more viable job candidates to their supervisor, have the candidate(s) go through selection interviews, and determine to which candidate(s) an offer should be made.

2.2.1 The Process of Recruitment

Odiorne (1984) indicated that the quality of new recruits depends upon an organization's recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the calibre of candidates attracted. Indeed Smith et al. (1989) argue that the more effectively the recruitment stage is carried out, the less important the actual selection process becomes. When an organization makes the decision to fill an existing vacancy through recruitment, the first stage in the process involves conducting a comprehensive job analysis. This may already have been conducted through the human resource planning process, particularly where recruitment is a relatively frequent occurrence. Once a job analysis has been conducted, the organization has a clear indication of the particular requirements of the job, where that job fits into the overall organization structure, and can then begin the process of recruitment to attract suitable candidates for the particular vacancy.

According to Odiorne, (1984) one result of effective recruitment and selection is reduced labour turnover and good employee morale. Recruiting ineffectively is costly, since poor recruits may

perform badly and/or leave their employment, thus requiring further recruitment. In a cross national study of recruitment practices, suggests that, in reality, recruitment practices involve little or no attempt to validate practices. Personnel managers tend to rely on feedback from line managers and probationary periods and disciplinary procedures to weed out mistakes. Firms with high quit rates live with them and tend to build them into their recruitment practices and they do not analyze the constitution of their labour turnover.

A number of recent studies have suggested that some recruitment methods are more effective than others in terms of the value of the employees recruited.

Miyake, (2002) indicated that while advertising is usual for job vacancies, applicants were sometimes recruited by word of mouth, through existing employees. Besides being cheaper, the "grapevine" finds employees who stay longer (low voluntary turnover) and who are less likely to be dismissed (low involuntary turnover). People recruited by word of mouth stay longer because they have a clearer idea of what the job really involves. Miyake, (2002) reviewed five studies in which average labour turnover of those recruited by advertising was 51 per cent. The labour turnover for spontaneous applicants was 37 per cent and turnover for applicants recommended by existing employees was 30 per cent. One hypothesis proposed to account for this was the "better information" hypothesis. It was argued that people who were suggested by other employees were better and more realistically informed about the job than those who applied through newspapers and agencies. Thus, they were in a better position to assess their own suitability. Better informed candidates are likely to have a more realistic view of the job, culture of the organization and job prospects. Burack, (1985) argues that recruitment sources are significantly linked to differences in employee performance, turnover, satisfaction and organizational commitment. In a survey of 201 large US companies, Burack asked respondents

15

to rate the effectiveness of nine recruitment sources in yielding high-quality, high-performing employees. The three top ranked sources were employee referrals, college recruiting and executive search firms. However, Burack, (1985) cautions that, while these general results are useful, there is a need for greater internal analysis of the relative quality of recruits yielded by different sources.

In a study assessing the recruitment of new graduates, Kersley et al (1997) reiterated the anticipatory socialization stage for students planning to enter professions, and in particular the effects of recruitment and selection experiences on career expectations and orientation. They agreed that the nature of students' job search activity, the possession of relevant work experience, and exposure to employers through recruitment and selection activities may form part of the "evolving sequence of a person's work experiences" which contributes to anticipatory socialization. It has been argued that exposure to employers through recruitment and selection is a social process where employers and potential employees gradually perceive a match. Through job search activities and awareness of employers' recruitment literature and events, students gather information about organization's goals, values, climate and work practices to guide their ultimate decision. Exposure to selection procedures provides information about the culture and attributes of an organization, and candidates form judgments from their perceptions of the fairness of the selection methods used. Delery and Doty (1996) argued that providing students with greater awareness of employment opportunities, and equipping them with the ability to be proactive in approaching potential employers, will lead to more effective career self-management and selection processes.

There is also evidence that employers prefer graduates with a broader range of skills than just academic knowledge and greater appreciation of business needs both of which can be gained

through work experience and awareness of employers' recruitment and selection procedures. Using a sample of students in two traditional and one emerging profession (law, accountancy and human resource Management), the study examined the extent of career-related pre-employment work, recruitment and selection experiences and the relationship between these experiences and career expectations. The focus on professions reflects the expectation that anticipatory socialisation is likely to be greater amongst these students. Although most students in their final years of university training will have had some contact with potential employers, students in dedicated professional courses are likely to be provided with information earlier in their training about potential employment in the profession. This is partly because of the prescribed nature of the degree, the mandatory post-degree training required for membership of the professional institute, unlike the problems identified in general degree courses, because lecturers are likely to have closer ties to the practicing profession. Students in traditional professions, therefore, are exposed earlier to the values of the profession, such as a commitment to client service and a professional code of conduct. The mandatory nature of this training also makes it likely that such a socialization process persists despite idiosyncratic events within a profession; for example, recent concerns with corporate governance within accountancy which may have adversely affected the attractiveness of the profession for students and hence may impact recruitment into the profession (Burack , 1985).

2.2.2 The Selection Decision

While the calibre of candidate is determined by the value of the recruitment process, the selection decision remains a difficult one. Gould, (1984) argues that most mistakes are caused by the fact that managers generally give little thought to the critical nature of the decisions. Employers are surprised and disappointed when an appointment fails, and often the person

appointed is blamed rather than recognizing the weaknesses in the process and methodology, even the soundest of techniques and best practice (in selection) contain scope for error. Some of this is due to the methods themselves, but the main source is the frailty of the human decision makers.

Selection tools available to organizations can be characterised along a continuum that ranges from the more traditional methods of interviews, application forms and references, through to the more sophisticated techniques that encapsulate biographical data, aptitude tests, assessment centres, work samples, psychological testing, and so forth. Each method of selection has its advantages and disadvantages and comparing their rival claims involves comparing each method's merit and psychometric properties. The degree to which a selection technique is perceived as effective and perhaps sophisticated is determined by its reliability and validity. In a comparison of personnel selection practices in seven European countries explored the utilization of a range of established selection methods. They reported a general trend towards structured interviews in all countries and, while the general validity and acceptability of methods such as work samples, group exercises and assessment centres were widely recognized, reported usage of these methods was infrequent (Miyake, 2002).

Clear differences in the frequency of the use of several selection methods did emerge from the study which reported, among others, the very high take-up of references and assessment centres in both the UK and Germany, the high, almost exclusive, frequency of graphology in France, and the limited use of testing and biographical inventories amongst all respondents. In his study of recruitment and selection practices in the USA, Burton (2001) found that approximately 25 per cent of respondent organizations conducted validation studies on their selection methods. Furthermore, in a rating of various selection methods, those perceived to be above average in

their ability to predict employees' job performance included work samples, references/recommendations, unstructured interviews, structured interviews and assessment centres. Cran (1995) suggests that developments in the realm of selection lend some support to those who propound the HRM thesis, where a key feature has been the increase in testing designed explicitly to assess behavioral and attitudinal characteristics. He further indicates that the extent to which these more sophisticated and systematic approaches can be, and are, deployed, depends to a large degree, on sectoral circumstances and on the wider employment-management policies being pursued.

2.3 Recruiting Sources/Methods

Researchers face many decisions when selecting recruitment methods. Issues to consider include the type of sample (random or convenience), cost, ease, participant time demands (e.g., total time, days of week, and time of day), and efficiency (e.g., staff hours per recruited participant). Researchers have a number of methods from which to choose, including advertising, direct mail, and telephone. Advertising can be used both to publicize a study and to recruit participants. Recruitment via advertising has the advantages of low cost and convenience, but the samples are non-random and often highly motivated, and youth may be especially hard to reach this way. Recruitment via mail is also low in cost and convenient, but youth are difficult to reach by mail and return rates tend to be low. An added problem with mail requests or surveys is that one can never be certain who completed the request/survey (Armstrong, 1991). Institutions or events (such as medical offices, schools, community sports organizations, health fairs, community events, and churches) often are used as a setting for recruitment. Schools present a promising avenue for the recruitment and assessment of youth. Their primary advantage is that they house a large number of children in one place and present a captive audience, although parental consent

usually is still required. However, recruitment of participants from schools may meet resistance from school administrations for political or practical reasons.

Additionally, recruitment at schools may not achieve the goal of sample representativeness as student characteristics vary between different types of schools (e.g., private vs. public) and between schools in different neighborhoods. Recruitment at schools may not be appropriate in studies having a family or neighborhood context, requiring a greater dispersal of participants from a larger area, or focusing on data collection in the home. Door-to-door recruitment is another option. For large studies, this recruitment method can be costly in terms of staff time and travel expenses, and it is difficult to assure that recruiters randomly sample homes. Despite these concerns, door-to-door recruitment may be a necessary recruitment strategy for certain potential participants (e.g., those who do not have a residential phone) (French, 1982).

 Telephone recruitment has an important advantage over these methods in that it can be used, in a fairly straightforward way, to randomly select respondents from the larger population. The telephone provides a relatively low-cost, effective means of contacting many households, as is often required for large-scale etiological research, and of making a quick determination of eligibility and willingness to participate in the study. Disadvantages of the telephone method include its limitation to households with telephones, the problems of missing or changed phone numbers, challenges presented by technology (such as answering machines or caller ID) that complicate the ability to reach people, and relatively easy refusal or termination of the conversation by unwilling respondents. Perhaps the largest problem with telephone contact methods involves rates of non-response. Kaplan and Norton (2004) found that the number of people who refused to provide screening information tended to be higher by telephone than in

person. However, refusals over the telephone tend to be less likely than with mailed surveys (Kelly, 2006).

It should be noted that telephone methods can be used not only for recruitment, but also for data collection. Recent advances in telephone survey methodology have made telephone recruitment and surveying an increasingly attractive option in many research fields (Kaplan & Norton, 2004). Random digit dialing, which involves calling numbers completely at random (since the digits are randomized), is used mostly in household survey research. Other systems, such as computer-assisted telephone interview programs, are used in marketing research and can be adapted for telephone recruiting and data collection in studies requiring specific samples. Working from an appropriate database of phone listings, the system, computer-assisted telephone interview can be used to select and queue numbers randomly, set specific quotas on key respondent variables (e.g., age, sex), and keep track of interviewer productivity and call outcomes.

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

An organization needs to analyze the benefits and disadvantages of recruiting its personnel through internal or external sources and, where the latter is selected, whether formal or informal systems should be used.

There are sound reasons for recruiting from sources within the organization:

- The ability of the recruit is known so it is easy to assess potential for the next level. By contrast, assessments of external recruits are based on less reliable sources, such as references, and relatively brief encounters, such as interviews.

21

- "Insiders" know the organization, its strengths and weaknesses, its culture and, most of all, its people.

- Promotions from within build motivation and a sense of commitment to the organization. Skilled and ambitious employees are more likely to become involved in developmental activities if they believe that these activities will lead to promotion.

Internal recruitment is cheaper and quicker than advertising in various media and interviewing "outsiders". Time spent in training and socialization is also reduced.

At the same time, several disadvantages exist:

- Sometimes it is difficult to find the "right" candidate within and the organization may settle for an employee who possesses a less than ideal mix of competencies.

- If the vacancies are being caused by rapid expansion of the organization there may be an insufficient supply of qualified individuals above the entry level. This may result in people being promoted before they are ready, or not being allowed to stay in a position long enough to learn how to do the job well.

- Infighting, inbreeding, and a shortage of varied perspectives and interests may reduce organizational flexibility and growth, and resistance to change by those who have an interest in maintaining the status quo may present long term problems.

- In times of rapid growth and during transitions, the organization may promote from within into managerial positions, regardless of the qualifications of incumbents. Transition activities and rapid organizational growth often mask managerial deficiencies; it is not until the growth rate slows that the deficiencies become apparent and, then, the organization finds it difficult, if not impossible, to undo the damage. The resulting cost of remedial training can prove prohibitive.

Recruitment procedures need not be limited to one method. It is possible and often desirable to combine methods to enhance the recruitment success of a particular project. For example, use of focus groups and pilot studies that involve the community and pre-recruitment publicity can lead to higher rates of consent (Drucker, 1999).

From the above, the sources of recruitment and selection are through advertising, via the internet and so forth. However recruitment and selection is faced with lots of challenges.

2.4 Challenges of Recruitment and Selection

According to Kaplan and Norton, (2004) a common problem in recruitment and selection is poor HR planning. Rigorous HR planning translates business strategies into specific HRM policies and practices. This is particularly so with recruitment and selection policies and practices. The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labour market are important in recruiting and deploying appropriate employees at the right time. Past research shows that the competency level of HR managers has a major influence on recruitment and selection and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of the applicants. Moreover, effective recruitment and selection is possible only if there is a dedicated and competent HR team (Kaplan and Norton, 2004)

In the strategy implementation phase, the extent of recruitment and selection strategic integration can be gauged through four distinctive indicators. These indicators are: the timely supply of an adequately qualified workforce, effective job analysis and descriptions, effective selection, and the involvement of line managers in the recruitment and selection practices. A key source of

uncertainty in the business strategy implementation is whether there is a timely supply of adequate qualified people, and to a great extent this uncertainty involves the quality of employees. For instance, a firm might decide to leverage a different human capital pool in terms of skills and education level than its rival firms as a competitive strategy even within the same industry to develop specific capabilities or to develop a HR process advantage. An organization can successfully eliminate this uncertainty if its recruitment and selection policies and practices are strategically integrated with business (Whitmell Associates, 2004).

Effectively conducting job analysis and targeting right potential candidates ensures a good match between applicants and the jobs. Argument has been given that under qualified employees may not able to effectively perform their job positions due to lack of knowledge and competencies, while on the other hand over qualified employees tend to experience less job satisfaction due to their higher qualification than a desired level for a given job. For every job in the organization, a thorough job analysis, which includes job description and job specifications, is necessary and based on this, an appropriate selection criteria is vital. The job description provides indications of the duties to be undertaken, and the job specification usually prescribes relevant personal qualities and attitudes as well as skills and knowledge required for the job (Johnston, 1999).

A range of methods, such as application forms, interviews, formal tests, references, assessment centres and official transcripts are used by firms in the selection process. A firm needs to choose a method that is most appropriate to the job positions. HR experts generally drive the staffing process and the purpose of the staffing is to fulfill the requirements of business, and the skill levels presented by each new recruit is likely to be judged better if the line managers are involved in the recruitment and selection process. (Dess and Jason, 2001) suggest that in business strategy implementation the involvement of line managers in the entire staffing process

(i.e., drafting of job descriptions, setting selection criteria and being on the panel of recruitment) is vital for ensuring recruitment and selection to meet business needs. In other words, the line managers are the owner of the recruitment and selection process along with HR playing a facilitator role.

Scholars have argued that other key issues and controversies run through analyses of human resource management and recruitment and selection: efficiency, control, and the difficulty of orienting practice towards social justice are often cited. The first two problematic, as (Burton, 2001) notes, have been central to the management of people for as long as managers have been present in organizations. The latter is also common across all organizations, but is a particular academic and policy concern for smaller or growing organizations (Burton, 2001). In recruitment and selection practice the construction of formalized selection frameworks and norms of acceptable discrimination may be seen as an attempt to enable managers to navigate between efficiency, control and social justice. In their advice on how to achieve the perfect fit of person, organization and job, they argue that selecting on the basis of managerial opinion is 'utterly unscientific and unreliable and that managers are 'liable to be turned this way and that by the most inconsequential of considerations'. In place of this unsatisfactory state of affairs, these authors propose that physiognomy and the physical self provide the key to 'unlocking the inner secrets' of the individual seeking employment, and therefore should inform the selection process. Managers are advised to assess nose, forehead, chin, habitual facial expression, digestion, skin texture, and elasticity of muscle as found in Blackford and Newcomb, 1914 early people management textbook. The underlying philosophy of this process is that everything about man indicates his character and as much information as possible should be collected to inform a decision - their list also includes religious belief and marital status.

Taking heredity and environment as bases for granting or denying access to an organization and job is now legally unacceptable. The argument presented by Blackford and Newcomb (2002), particularly in relation to skin, colour and its predictive properties, could be seen as a product of its time and place. However, it is important to note that the study is based on what was then seen as a sound scientific set of ideas and tests, which proved the premises underlying the suggested practice.

Recruitment may be conducted internally through the promotion and transfer of existing personnel or through referrals, by current staff members, of friends and family members. Where internal recruitment is the chosen method of filling vacancies, job openings can be advertised by job posting, that is, a strategy of placing notices on manual and electronic bulletin boards, in company newsletters and through office memoranda. Referrals are usually word-of-mouth advertisements that are a low-cost-per-hire way of recruiting. Internal recruitment does not always produce the number or quality of personnel needed; in such an instance, the organization needs to recruit from external sources, either by encouraging walk-in applicants; advertising vacancies in newspapers, magazines and journals, and the visual and/or audio media; using employment agencies to "head hunt"; advertising on-line via the Internet; or through job fairs and the use of college recruitment.

2.5 The Changing Context of Recruitment and Selection Decisions

Much of the recent literature on personnel management has emphasized the necessity for the recruitment and selection of employees who are committed to the goals of the organization. Recent waves of organizational restructuring have dramatically changed and, in many cases, destroyed existing employment relationships. As traditional autocratic structures flatten and

organizations utilize multidisciplinary teams to remain competitive, the need for strategic and transparent systems becomes paramount (Bingley et al, 2004).

Bingley et al, (2004) suggested that, increasingly, many organizations are being transformed from structures that are built on functions and jobs, to those where focused, self-directed work teams, made up of empowered individuals with diverse backgrounds, are replacing traditional specialized workers. Cran, (1995) highlighted that firms need adaptable people who can adjust to rapidly changing customer needs and operational structures, while Burton (2001) argues that employees, and the way they work, comprise the crucial difference between successful and unsuccessful organizations. He argues that as technology increases and product life cycles shorten, the major source of competitive advantage will be the individual worker. Delery and Doty, (1996) further developed this view of the prevailing business environment and reiterated that: with the sweeping changes in today's business climate and the rise of re-engineering to meet the needs of organizations in the area of downsizing or cost diminution, (search) firms must be equipped to recruit individuals who can operate in a non-structured or "virtual" organization. Even in today's technically advanced business environment, the human factor will always be instrumental to the success of an organization.

Furthermore, Drucker, (1999) indicates that, as companies downsize, "delayer" and try to boost productivity with fewer people, those that remain are being asked to assume more tasks, roles and responsibilities. He proposes that, as this trend continues, companies will be asking fewer employees to know more, do more, change more and interact more and thus interest is increasingly focused on identifying the recruiting sources that are most likely to yield high quality employees and the selection methods that best predict future job performance. Arguments such as these have led to suggestions that the critical organizational concern today is the hiring or

promoting of the best qualified people while still meeting all regulatory requirements. A study

commissioned by the IPD's Recruitment Forum highlighted a number of common failings in the

recruitment and selection process. Included among these failings were:

a)   No obvious link with HR strategy, resourcing strategy and broader business and

       Organizational goals;

b)   Use of referencing for short listing;

c)   Unclear use of structured interview design and application;

d)   Increasing use of invalid prediction methods;

e)   Lack of widespread monitoring and lack of remedial action in those organizations that
       did monitor recruitment;

f)   Lack of validation of situation specific selection procedures.

These results are suggestive of an inability or unwillingness to appreciate the strategic imperative

of effective recruitment and selection practices. Smith and Robertson (1993) argue for greater

precision in recruitment and selection and caution that a company can be dragged to its knees by

the weight of ineffective staff which decades of ineffectual selection methods have allowed to

accumulate. Smith and Robertson, (1993) further noted that the problem of inefficiency may be

as a result of a difficulty in distinguishing good practice from common practice. Should this be

the case then the problem may lie less with the processes utilised and more with the traditional

perception of what constitutes effective, valid recruitment and selection practices. The traditional

perspective on recruitment and selection assumed a rational framework, where the largely

objective qualifications of the individual were matched to the requirements of the job (Stoner and

Freeman, 1992). The assumptions of the rational model imply that those making the decisions have real knowledge about the job, real knowledge about the applicants' job relevant qualifications, can objectively compare these qualifications with the job demands and select the applicant with the best match.

However, more recently, there is growing evidence to suggest that the notion of 'fit' as it relates to suitability has assumed heightened significance in organizational settings. Kersley et al, (1997), defines 'fit' as the degree to which the goals and values of the applicant match those of individuals considered successful in the organization. Kersley et al, (1997) further highlights this notion of fit as the key to job success: Think back in your career and ask yourself, of all the people you know who failed in a job and were terminated, how many of them failed because they lacked the right educational degree, the right job experience, or the right industry background? In all likelihood, most of them failed because of inadequate interpersonal skills, an inability to communicate, or because they just didn't fit in with the culture; in other words bad chemistry. More specifically, (Armstrong, 1991) identify the "organizational chameleon" as a corporate creature who embodies the perfect fit in terms of organizational demands for values, beliefs, attitudes and so forth, while advocating that an organizational analysis be carried out prior to making staffing decisions to identify the dominant values, social skills, and personality traits required of potential job applicants. Such an approach challenges the rational model of recruitment and selection and brings into focus the "form versus substance" issue. According to (Armstrong, 1991), the core of this problem is associated with the difficulties involved in distinguishing candidates who are truly qualified (i.e. substance) from those who simply construct images of qualifications and competence (i.e. form). This problem is compounded in a situation where candidates actively seek to alter and manage images of competence, with the

result that the decision maker is attempting to hit a moving, rather than a stationary, target. In an attempt to explain why the rational model has limited application in the current business environment, Delery and Doty, (1996) find three particular arguments:

(1) In an increasingly competitive environment the content of jobs may change quickly over time, because of shifts in corporate strategies or technological innovations. Stable person/job match is unlikely in such unpredictable organizational environments.

(2) The increasing use of self-managed teams makes it difficult to view individual jobs as the key unit of analysis. Team members may be given the responsibility of allocating tasks between members and engage in collective problem-solving efforts that can be more meaningfully understood at the group level of analysis.

(3) Research has documented that person/job match may not be sufficient to achieve high job satisfaction, commitment and job performance among employees. It is necessary also that employee hold values that are congruent with those of the organization. Delery and Doty, (1996) concluded that this requirement for 'fit' encapsulates the congruence of the personality traits, beliefs, and values of the employee with the culture, strategic needs, norms and values of the organization and thus reinforces the necessity for greater empirical evaluation of the mechanisms employed to measure such characteristics.

2.6 Recruitment and Selection Practices and Performance

Recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. While it is understood and accepted that poor recruitment decisions continue to affect organizational performance and limit goal achievement, it is best that much effort is put in the recruitment and selection practices (Randall, 1987).

Recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2009).

Recruitment and selection play a pivotally important role in shaping an organization's effectiveness and performance, if work organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities, recruiting and selecting staff in an effective manner can both avoid undesirable costs for example those associated with high staff turnover, poor performance and dissatisfied customers and engender a mutually beneficial employment relationship characterized, wherever possible, by high commitment on both sides.

Pilbeam and Corbridge, (2006) provide a useful overview of potential positive and negative aspects noting that: 'The recruitment and selection of employees is fundamental to the functioning of an organization, and there are compelling reasons for getting it right. Inappropriate selection decisions reduce organizational effectiveness, invalidate reward and development strategies, are frequently unfair on the individual recruit and can be distressing for managers who have to deal with unsuitable employees.'

Recruiting and selection is very important for the survival of every organization but that does not end there, new recruits need to be developed and appraised from time to time in order for them to be abreast with new trends and challenges. When employees are developed it help increase their performance and help sustain the growth of organizations.

2.7 Human Resource Development

Companies can only succeed in the long-term if they recruit and motivate people who are able to respond to and shape the challenges of the future. These are the individuals with the capacity to create competitive advantage from the opportunities presented by changing markets, with the desire to learn from customers, consumers, suppliers and colleagues, and who possess the ability to build and influence long-lasting and effective partnerships (Walker, 1990).

The recruitment of new employees helps to demonstrate a company's aspirations, highlighting the skills and attitudes to which it attaches the highest priority. The choice also provides a major opportunity to communicate the values and successes of the organization – to explain why the company offers the most attractive place for a person to develop their career. Yet this competition for top talent is nothing new; and if the challenge for HR managers is to spot the best people and win their favour (Walker, 1990).

A well-prepared and motivated workforce is possibly the most important of the three intangible assets to support an organization's value creating processes. According to Peter Drucker "The most valuable asset of a 20th century company was its production equipment. The most valuable asset of a 21st century institution will be its knowledge workers and their productivity (Drucker, 1999). A great deal exists in the literature about the provision of staff development and training as investment for organizations. Staff development and staff training are parts of the bigger concept of human resource development (HRD). Training is just one possible way to organize and implement learning processes in organizations and not always the most effective one.

HRD encompasses the broad set of activities that improve the performance of the individual and teams, hence the organization. Training and development have come to be viewed as lifelong activity, rather than the front end acquisition of qualifications. As a result, the focus of concern

32

has shifted from what the trainer does, to what the learner requires. The ultimate aim of the training and development process has been characterized as the creation of the learning organization, constantly reviewing its mistakes and successes and adapting its activities appropriately.

The issues of workforce demographics, desirable characteristics of the workforce and the obstacles to achieving the workforce which is well prepared, motivated and strategically ready in today's libraries, are key elements to be considered when discussing human resource development.

Some of the other issues/challenges confronting human resource managers in this context are: Do we hire for today's needs or tomorrow's? How can we hire for the future needs of the library? How do we go about providing human resource development for the needs of the organization as a whole, not just for the specific jobs people perform? These issues are not confined to libraries. Many other organizations are also trying to deal with these challenges.

Until recently, the focus when hiring has been more on skills, for reference, cataloguing, IT and so on, rather than on attributes like strategic thinking, flexibility, adaptability and commitment to lifelong learning. There is a growing trend now to "hire for attributes and then train for the skills" (Whitmell Associates, 2004). The need to hire staff with abilities such as flexibility, adaptability, leadership potential and learning agility is increasingly recognized by human resource managers.

The process of bringing in such changes to our workplaces is not straightforward as it affects the hiring process as well as staff development and training activities. To keep alive the principles of training and development, all related initiatives need to be integrated. Hiring, orientation, communication, performance reviews, and rewards and recognition are interrelated and therefore should be linked to each other and to the training and development programs.

Recruitment of staff that is flexible, strategic thinkers, multi-skilled, open to change and responsive is not a simple, straightforward process as identification of individuals with these skills is not as easy as identification of those with cataloguing, reference or IT skills. Retaining these skilled people and ensuring that once hired, they are motivated and continue to enhance the skills and attributes they had when they joined the organization may present challenges for human resource managers. It requires creation of an environment within the organization to ensure these happen, in other words a "knowledge-based organization" equipped to deal with the constantly changing environment.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter deals with the methodology adopted in conducting the study. The chapter is organized as follows; research design, sources of data, population and sampling, research instrument (data collection technique), administration of instrument and analysis of data.

3.1 Research Design

The research was based on assessing recruitment and selection practices of HFC Bank. The design was a descriptive study which used both quantitative and qualitative tools to recruitment and selection practices adopted by HFC Bank.

The study was based on the use of questionnaires. These approaches were used because they were satisfactory tools for collecting data for the sample population to investigate the topic under study.

3.2 Sources of Data

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

3.2.1 Primary Sources

In getting primary data there are several approaches available to gathering data. In order to collect reliable and valid information, the researcher contacted employees of the Human resource department of the bank. The method used in collecting the primary data was questionnaire.

3.2.1.1 Questionnaires

The purpose of using questionnaire was to identify and assess the effectiveness of the recruitment and selection practices of the HFC Bank. A set of questionnaire was prepared with open – ended as well as close ended questions.

3.2.2 Secondary Sources

The study also made use of secondary data in collecting information. The sources of the secondary data include books, internet search, articles, and journals among others. This helped to identify how others have defined and measured key concepts, the data sources that of others used and this helped to discover how this research project is related to other studies.

3.3 Population

HFC Bank, Accra was selected for the study. The branches of the bank used included North Ridge, Adabraka, Post Office Square, Accra Central and Legon Branches. The population of the study consisted of employees from the various departments of the bank and this included human resource department, marketing and so forth. The total population from the selected branches was made up of 120 employees.

3.4 Sample Size

A sample size of 100 was chosen from the selected branches for the study. This was based on the staff strength of the various departments and to ensure that the sampled was representative enough to draw conclusion.

3.5 Sampling Techniques

The simple random sampling technique was used to select respondents from the various departments with the exception of the Human Resource Department. This is basically because

the population will have an equal chance of being selected. Significantly, the purposive sampling technique, which is a non-probability sampling technique, was used to select respondents who deal directly with recruitment and selection from the Human Resource Department. This was because the researcher wanted to deal with only typical cases based on the objectives of the study.

3.6 Data Collection Instrument

The researcher used questionnaire. The researcher prepared the questionnaires to be responded by the sampled employees of the organization. The questions were designed to make the purpose of the study successful after the results have been ascertained. This instrument gave expected information about the recruitment and selection procedures or practices.

3.7 Administration of Instruments

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

3.8 Data Analysis

The collected data were statistically analyzed, using the Statistical Package for Social Sciences software (SPSS). Representations like tables and charts were used to ensure easy and quick interpretation of data. Responses were expressed in percentages. Data from the completed

questionnaire were checked for consistency. The items were grouped based on the responses given by the respondents and were coded for easy usage of the Statistical Package for Social Sciences (SPSS). This method was used because it is the best instrument to identify, compare, describe and reach a conclusion.

3.9 Profile of Study Area

HFC Bank was established in 1973 as the UK arm and wholly-owned subsidiary of Household International Inc, one of the largest independent consumer finance businesses in the United States.

HFC Bank Ghana Limited was incorporated as Home Finance Company Limited on May 7, 1990. As the name suggests, the Bank first started operating as a mortgage finance firm. It was converted to a public company on October 5, 1994. HFC is the only institution in Ghana to issue corporate bonds. In November 2003, Home Finance Company was given a universal banking license. Upon securing the license, it added commercial and investment banking to its existing business activities under the name HFC Bank Ghana Limited.

HFC was licensed under the Financial Institution (non-bank) Law, PNDCL 328, 1993, as a mortgage finance company in the country. Originally, the company was conceived to operate as a secondary mortgage institution providing sustained housing finance in a two-tier housing system where government was to give it strong central support, given the acute housing shortage in the country. The company was to be a catalyst to jump start primary mortgage lending by the banks with these institutions bearing only 10 percent default risk with government bearing the remaining 90 percent. HFC was to bear no default risk. HFC Bank has several products on mortgaging, some of these are; Home Completion Mortgage, Home Purchase Mortgage, HFC non –resident Ghanaians and many other products.

On March 17, 1995, HFC was officially listed on the Ghana Stock Exchange. The Bank has 1 billion authorized shares with more the 27 million of them being issued to the public. HFC has a stated capital of GH¢ 7 million.

The hitherto non-banking financial institution is now a full-blown universal bank undertaking a variety of retail and wholesale banking services in addition to its savings mobilization, mortgage financing and investment management (fund management and brokerage services).

CHAPTER FOUR

DISCUSSIONS OF RESULTS

4.0 Introduction

This chapter explains information gathered from the field through the use of questionnaires. These are analyzed to emphasize response from respondents using various forms of graphical representations. This chapter is also divided into sub-headings to throw more light on questions asked on the field. The first part deals with staff of Human Resource Department while the second part deals with Staffs of other Departments.

4.1 Demographic Data

On demographic data, questions were asked on gender, academic qualifications and number of years at post.

From the population size of one hundred (100), twenty (20) were selected from the Human Resource Department while eighty (80) staff members of the other departments were also selected. In dealing with gender, there were 38 females with 62 males. Table 1 illustrates further.

Table 1: Gender Distribution

Gender	Frequency	Percentage %
Female	38	38
Male	62	62
Total	**100**	**100**

Source: field survey December, 2011

From table 1, it is realized that 62 of respondents representing 62% of the total number of participants were males while 38 representing 38% of the total number were females. This clearly shows that there were slightly more male participants than female in this survey and it may be as a result of the sample technique used in selecting respondents or that the bank has more male workers than females.

4.2 Professional Qualification of Respondents

This was to find out the highest qualification of the various respondents in the study area, responses are as follows;

Figure 4.1: Professional Qualification
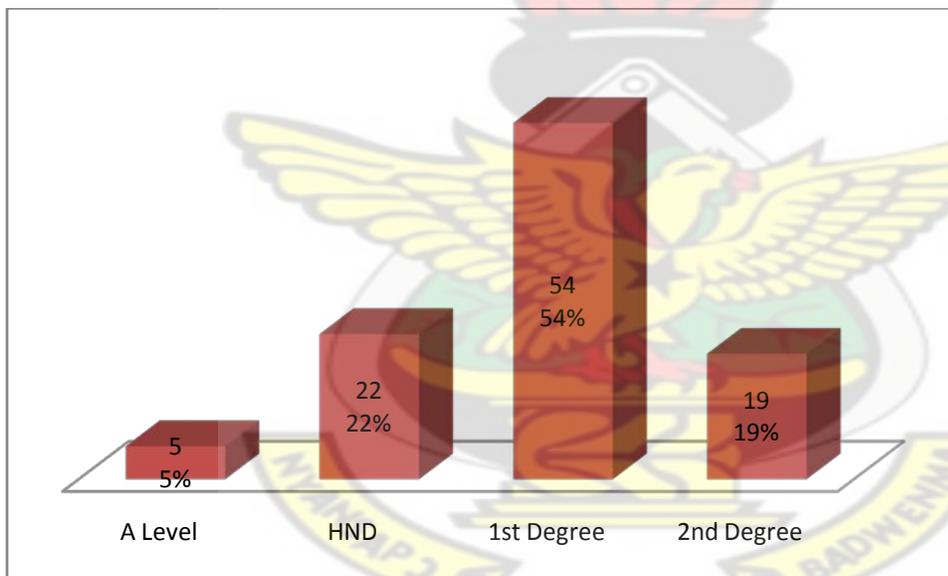
Source: field survey December, 2011

From the chart, it was realized that 54 respondents had 1st Degree from various fields, while 22 had Higher National Diploma (HND), 19 had 2nd degree qualifications, five respondents had A Level qualifications. From the chart it is realized that the organization has several level of qualified personnel to help carry out the day to day activities of the institution.

4.3 Number of Years Spent at HFC Bank

This was to find out the number of years respondents had spent at their work post, answers are illustrated as follows;

Figure 4.2: Number of Years Spent at HFC Bank
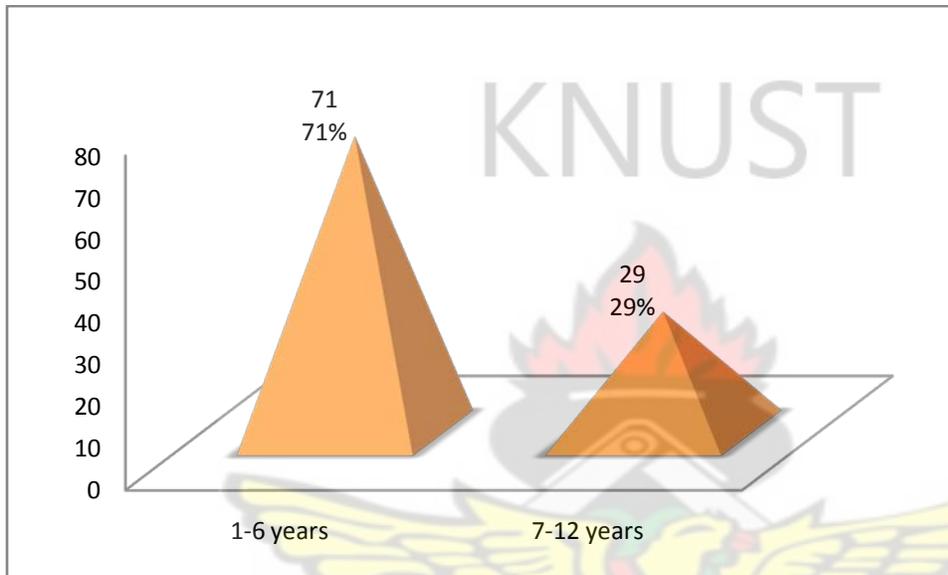
Source: field survey December, 2011

Chart 2 shows that majority of respondents (71) representing 71% of the population had worked with the bank between 1-6 years, while 29 respondents representing 29% of the population had spent between 7-12 years at the bank. This clearly shows that the majority of respondents had spent at least a year to six years at the bank.

4.4 Formal Policy for Recruitment and Selection of Employees

The researcher wanted to know if the bank had any formal policy for recruiting and selection of employees, responses are as follows;

Out of 20 respondents, all agreed with the question, that the bank had a formal policy for recruiting and selection of employees. Respondents were further asked to state this policy.

Six (6) respondents sated that recruitment and selection is mainly an internal arrangement, the human resource department accesses the various departments where there are vacancies, the department then assesses staff requirements with those qualifying appointed to fill these vacancies. This assertion tallies with Smith et al (1989) that when an organization makes the decision to fill an existing vacancy through recruitment, the first stage in the process involves conducting a comprehensive job analysis. Once a job analysis has been conducted, the organization has a clear indication of the particular requirements of the job, where that job fits into the overall organization structure, and can then begin the process of recruitment to attract suitable candidates for the particular vacancy. Most companies first look within their ranks for such people after which suitable candidates from outside are invited.

Miyake, (2002) argues that some applicants are sometimes recruited by word of mouth, through existing employees. This assertion by Miyake agrees with the response of some respondents that employee referrals are used before the department looks elsewhere (outside) for qualified employees.

The policy is that recruitment is done through invitation of qualified applicants and interviews are followed before selection and recruitment is done. Eleven (11) respondents shared this view.

Three (3) respondents shared similar opinion; they stated that one has to apply in writing with copies of certificates after which one is called based on qualification and requirements of the bank.

4.5 Outline of Job Analysis

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

From the total number of respondents, the majority of sixteen (16) representing 80% of the population answered in the affirmative that the Bank outlines job analysis like the roles, duties and responsibilities before advertising a vacant position.

20% of the population constituting figure (4) respondents however answered in the negative that the HFC Bank does not outline job analysis in terms of duties and responsibilities before advertising. From the discussion it is realized that the majority of respondents agreed with the statement that the bank outlines job analysis before advertising. Figure 3 illustrates further.

Figure 4.3: Outline of Job Analysis
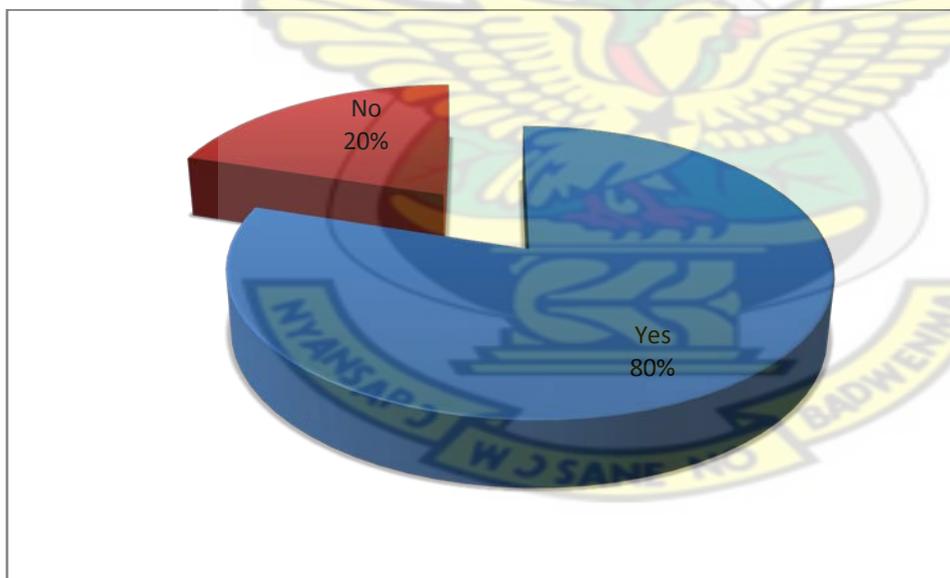
Source: field survey December, 2011

4.6 Recruiting Agencies

This was to find out from respondents if HFC Bank relies on any recruitment agencies in the selection of employees. Answers from respondents are as follows;

Out of twenty (20) respondents, all agreed that the bank rely on recruiting agencies in the selection of employees.

The researcher further wanted to know if existing employees are considered when there are vacancies, once again respondents agreed that existing employees are considered when vacancies are available. More so job vacancies are also made to the public depending on the requirements and number of people needed.

4.7 Methods of Recruitment by HFC Bank

In order to know the various types of methods used by HFC Bank in selecting employees, this question was asked. Answers from respondents are as follows;

Eleven (11) respondents stated that the bank uses newspaper adverts in adverting for jobs or as a recruitment section tool, respondents explained that newspapers are read by lots of people and therefore lots of people are covered.

Thirteen (13) respondents were of the opinion that the bank uses employees' referrals as a means of recruiting that is employees inform their friends and relations that the bank has vacancies.

Sixteen respondents stated that the band relies on recruiting agencies in selecting employees for the bank. Finally, twelve (12) respondents shared that another method of recruiting was through professional associations.

According Armstrong, (1991) organizations and employers have a number of methods from which to choose, including advertising, employment agencies, and through direct mail. Advertising can be used to publicize and to recruit participants. Recruitment via advertising has the advantages of low cost and convenience according to Armstrong. Drucker, 1999 also stated that for organizations to get the best of employees recruitment procedures need not be limited to one method. It is possible and often desirable to combine methods to enhance the recruitment success of a particular project.

Figure 4.4: Methods of Recruitment by HFC Bank
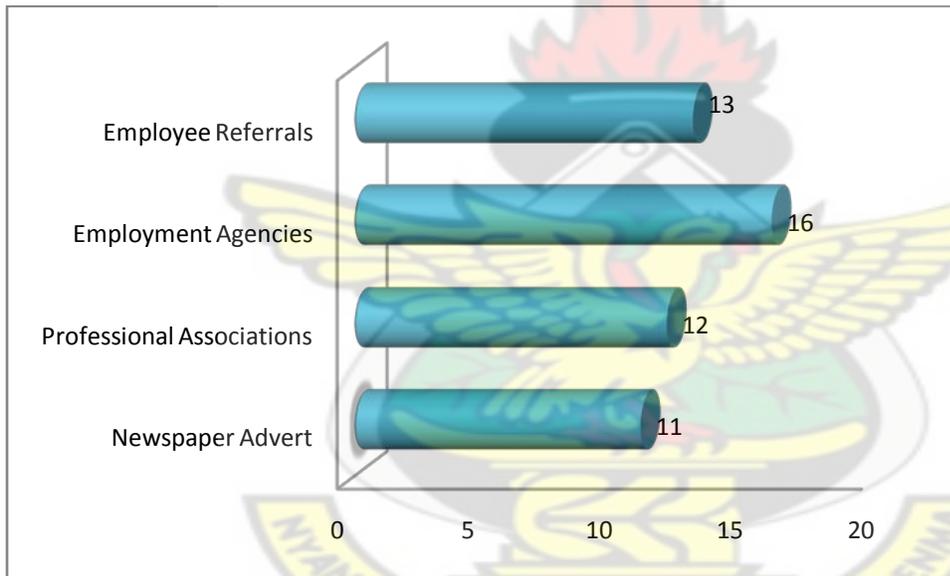
Source: field survey December, 2011

It is realized from figure 4 that responses are more than the number of respondents, this is as a result of respondents selecting more than one response in relation to the question asked.

In a related issue, respondents were asked if the bank had a structured recruitment and selection practices for new employees, respondents had this to say;

All twenty (20) respondents agreed that the bank had structured recruitment and selection practices in place for new employees.

Eleven (11) respondents agreed that one of such structures and selection practices was educational qualifications, thus one or potential employees should have the necessary educational qualification in order to be considered.

An interview is another practice in the selection of new employees, all prospective employees must go through an interview process to be assessed, if the person involved is capable of the work to be done, five (5) respondents shared this view.

Four (4) respondents explained that after the selection process through the interview, new employees are trained in the selected positions they were employed before they are fully allowed to start their new roles or jobs. Figure 5 below throws more light on the discussion.

Figure 4.5: Selection Practices of HFC Bank

Source: field survey December, 2011

47
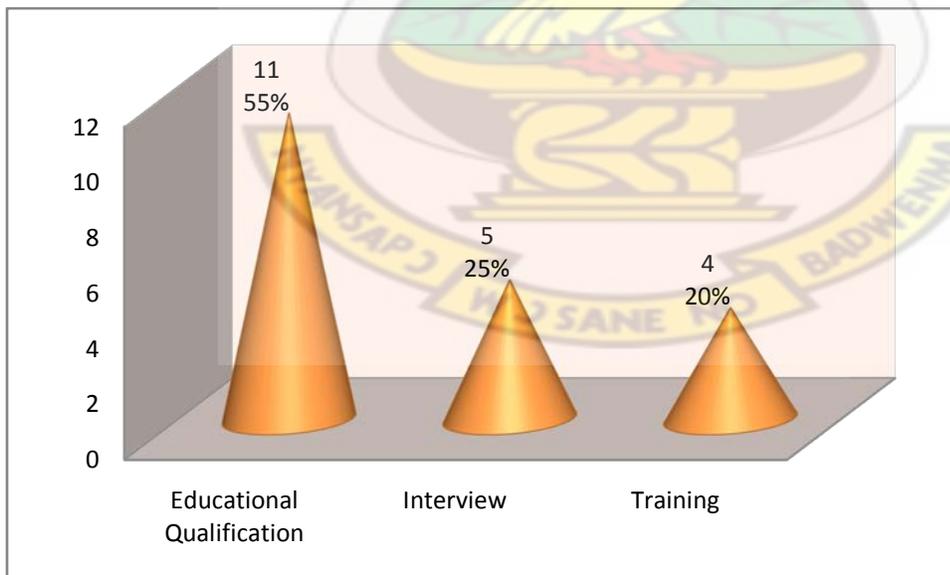
Related to the above respondents were asked which of the following were considered for recruitment and selection of employees, that is academic qualifications, work experience, interviews and tests.

Out of twenty (20) respondents, six (6) agreed that tests are considered in selecting and employee, this is usually to test the general knowledge of prospective employees.

Thirteen (13) employees were of the opinion that work experience played an important role in the selection process as those with experience are considered to be the best for the job.

Sixteen respondents opted for interviews; they explained that interviews are conducted to test the ability of new employees and how convincing they are before being selected.

Eighteen (18) of the respondents agreed that academic qualifications are the prime selection tools for new employees, respondents explained that good academic qualification most often guaranteed an individual the job and it is most often considered. Figure 6 illustrates further.

Figure 4.6: Factors Considered before Recruitment
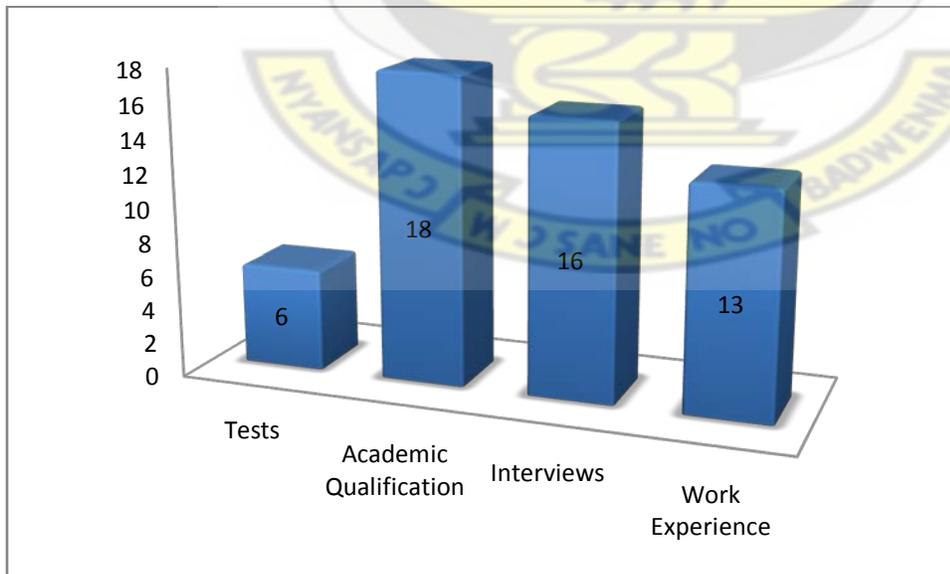
Source: field survey December, 2011

The literature revealed that a wide range of methods, such as application forms, interviews, formal tests, references, assessment centres and official transcripts are used by firms in the selection and recruitment process. An organization chooses a method that is most appropriate to the job positions.

It is realized from figure 6 that responses are more than the number of respondents, this is as a result of respondents selecting more than one response in relation to the question asked.

4.8 Challenges of Recruiting and Selection Practices at HFC Bank

The researcher wanted to find out from the HR department the challenges the department encounter in the recruiting and selecting of employee. Responses are as follows.

One challenge facing recruitment and selection process at HFC bank is the availability of key talents in the job market for specialized areas within the bank. Twelve (12) respondents constituting 60% of the population who shared this view stated that HFC as an institution needs key talents to help run the bank and that is quite difficult to find in the job market.

Seven (7) respondents representing 35% of the population were of the opinion that another challenge facing HFC in its recruitment and selection processes is competition from other institutions. Respondents explained that financial institutions in the country are spring up fast, and they are all recruiting the best in order to stay on top. Recruiting in this sense means competing with other institutions for the same human resource.

Another challenge according to one (1) respondent constituting 5% of the population was labour turnover, the respondents explained that most employees leave the institution shortly after being offered an appointment which goes a long way to affect the bank as money has to spent again in recruiting and selection process. Figure 7 illustrates the discussions.

Figure 4.7: Challenges of Recruiting and Selection Practices at HFC Bank
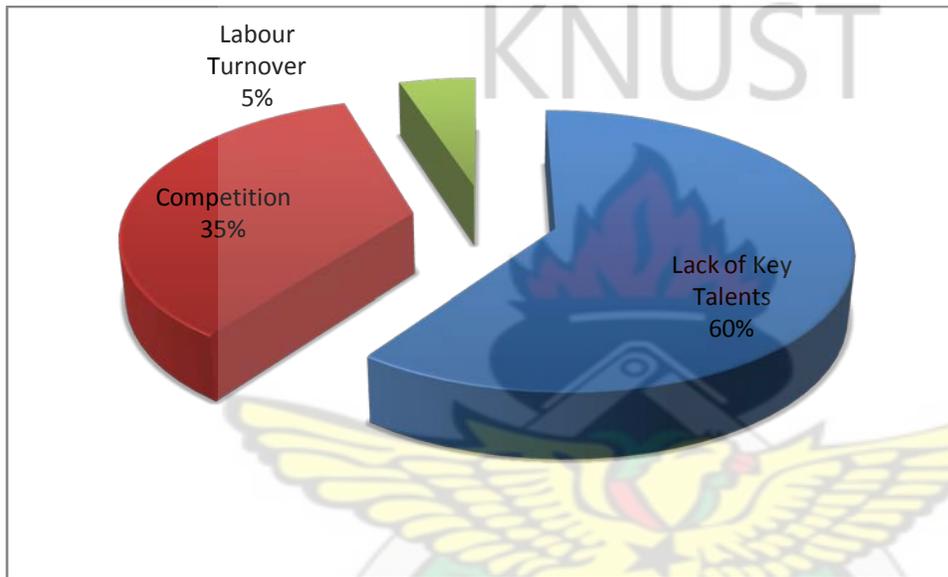
Source: field survey December, 2011

According to Kaplan and Norton, 2004, in the literature review, a common problem in recruitment and selection is poor HR planning but the analysis revealed that labour turnover; competition and lack of key talents are challenges that face recruitment and selection which could be beyond HR departments.

4.9 Factors to Help Improve Recruitment and Selection Practices at HFC Bank

Respondents were asked to give factors that will help improve recruitment and selection practices at HFC Bank, answers are as follows;

Three (3) respondents emphasized that vacancies should be advertised early and should be detailed enough for prospective applicants to assess themselves whether they can do the job required of them. Respondents reiterated that vacancies are not made public in time and the duties and roles are most often not properly specified.

Twelve (12) respondents stated that the procedure for selection of potential employees should be strictly adhered to. Respondents explained that job requirement and its relevant experience should be adopted in the selection of new recruits which cost little and more so time saving as such people spends little or no time during orientation.

Five (5) respondents stated that adequate background check on all potential employees should be the order of the day. Respondents explained that the department should not solely rely on the qualifications and experience but lifestyles and background of all would be employees should be checked to make sure the best is being recruited for the bank. Figure 7 illustrates further.

Figure 4.8: Factors to Improve Recruitment and Selection Practices at HFC Bank
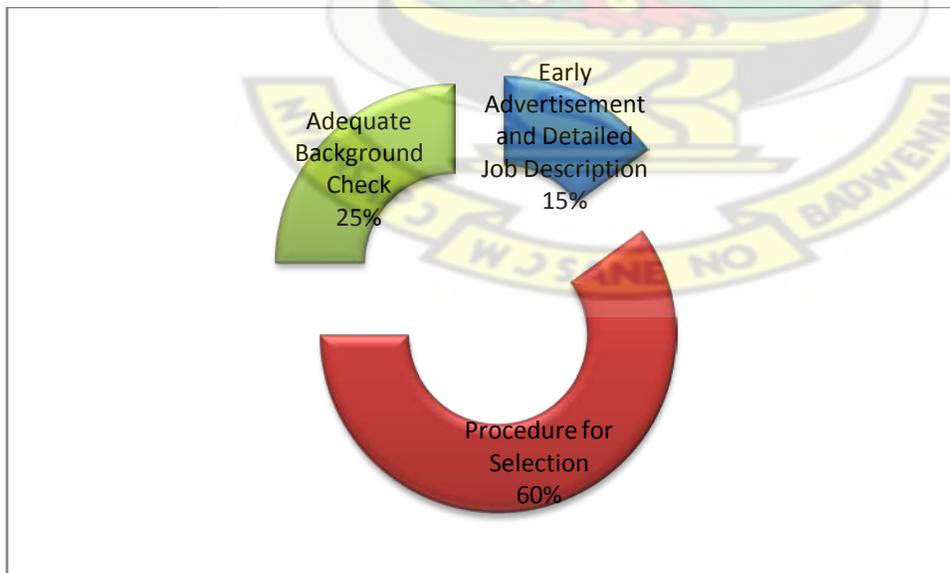
Source: field survey December, 2011

4.10 Staff of Departments

This section deals with staff of the various departments of the bank, questions were asked on recruitment and selection practices and its impact on workers, the number of respondents selected was eighty (80) responses to selected questions are as follows;

4.10.1 Formal Policy for Recruitment and Selection

All respondents agreed that the bank had a formal policy on recruitment and selection.

Fifty eight (58) respondents agreed that the policy involved writing an application letter, attaching the right documents, attending an interview only when short listed and interviewed with the right applicants employed.

Twenty two (22) respondents also were of the opinion that the foremost policy was that the bank has requirements and when one meets the requirement, the individual involved then is entitled to apply for the job and the applicant should be of sound mind and of good character.

4.10.2 Effectiveness of Recruitment and Selection Practices of the Bank

This was to find out from respondents how effective the recruitment and selection practices of HFC bank, respondents were to choose one of the following; very effective, good, not effective, indifferent and bad as their answers.

Out of a population of eighty (80), eleven (11) constituting 14% of the population were of the opinion that the selection and recruitment practices were very effective and that the right materials are employed for the bank.

Thirty seven (37) respondents believed that the recruiting and selection practices were good, they explained that the methods needed for the right person to be employed are used. These respondents constituted 46% of the population.

Twelve (12) respondents forming 15% of the population were of the opinion that the recruitment and selection practices of the Bank were not effective. They explained that these practices always give room to favouritism especially with employee referrals while some are employed without necessarily going through all the right procedures.

Twenty (20) respondents were however indifferent to the question that the recruitment and selection practices were effective or otherwise. They constituted 25% of the total population. Figure 9 throws more light on the discussion.

Figure 4.9: Effectiveness of Recruitment and Selection Practices of HFC Bank
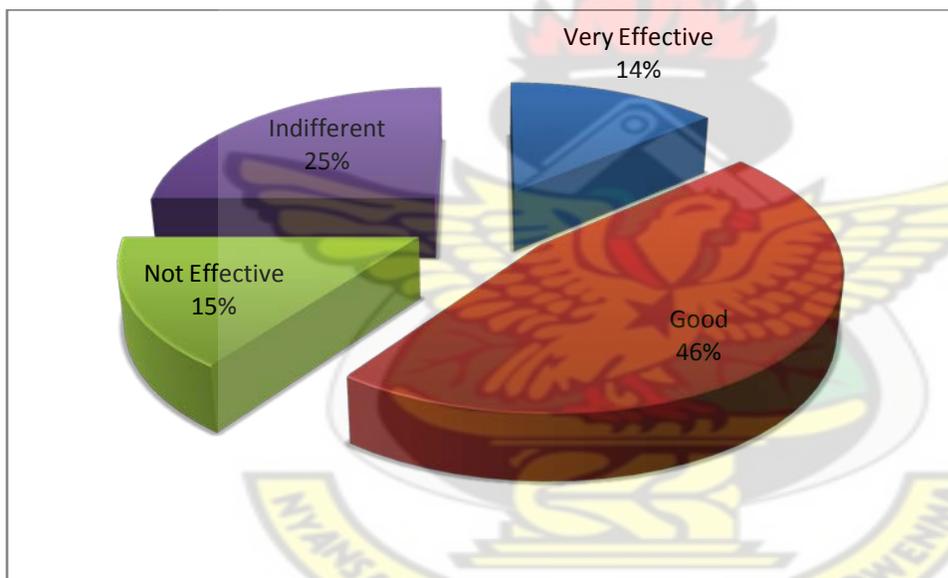
Source: field survey December, 2011

Respondents were further asked if job vacancies are made or open to the general public, out of eighty (80) respondents fifty nine (59) answered in the affirmative while twenty one (21) answered no, that job vacancies are not made public.

Respondents were then asked to give the methods through which vacancies are made available, their answers are as follows;

Fifty seven (57) respondents stated that the bank uses newspaper adverts to advertise for job vacancies, preferable state owned newspapers are used for this.

Thirty nine (29) respondents stated that employee referrals are used in the selection of new employees. Figure 10 throws more light on the discussion.

Figure 4.10: Methods used in Recruiting and Selection
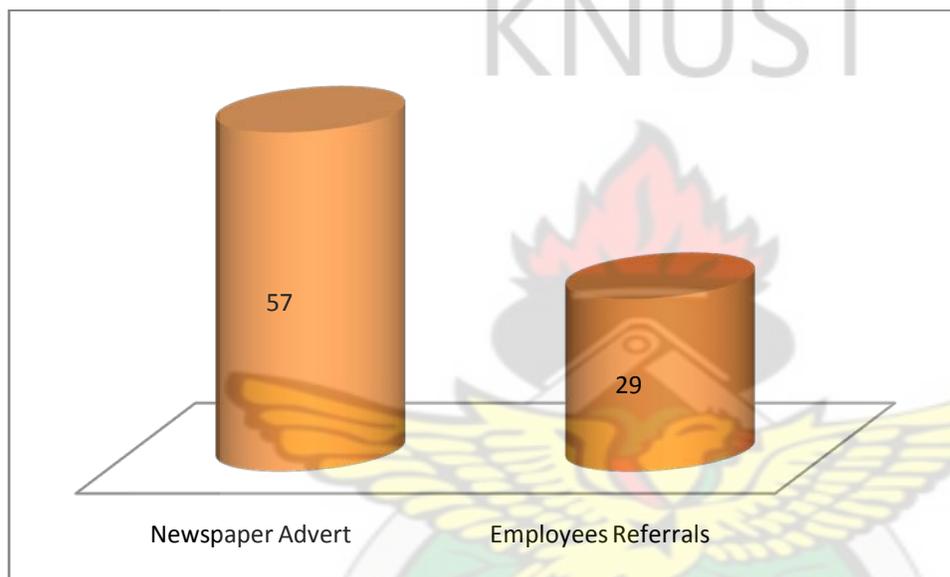
Source: field survey December, 2011

It is realized from figure 10 that responses are more than the number of sampled respondents, this is as a result of respondents selecting more than one response in relation to the question asked.

4.11 How Respondents were Selected and Employed

This was to find out from respondents how they were recruited and selected, thus by what means, answers from respondents are as follows;

From the sample size of eighty (80), eleven (11) were recruited after having served as national service personnel. Respondents stated that they got to know of the vacancies while serving as national service personnel. These respondents constituted 14% of the total population.

Eighteen (18) respondents who constituted 23% of the population wrote application letters to the bank, they were shortlisted and invited for an interview.

27% of the population responded that they answered an advertisement in the dailies on positions that were vacant. Twenty two (22) respondents in all agreed to this.

The majority of twenty nine (29) respondents constituting 36% of the population were employed or applied for jobs through employee referrals. Respondents stated that they were informed by their relatives and friends of vacant positions at the bank which they applied for and were employed. Figure 11 explains further.

Figure 4.11: How Respondents were Selected and Employed
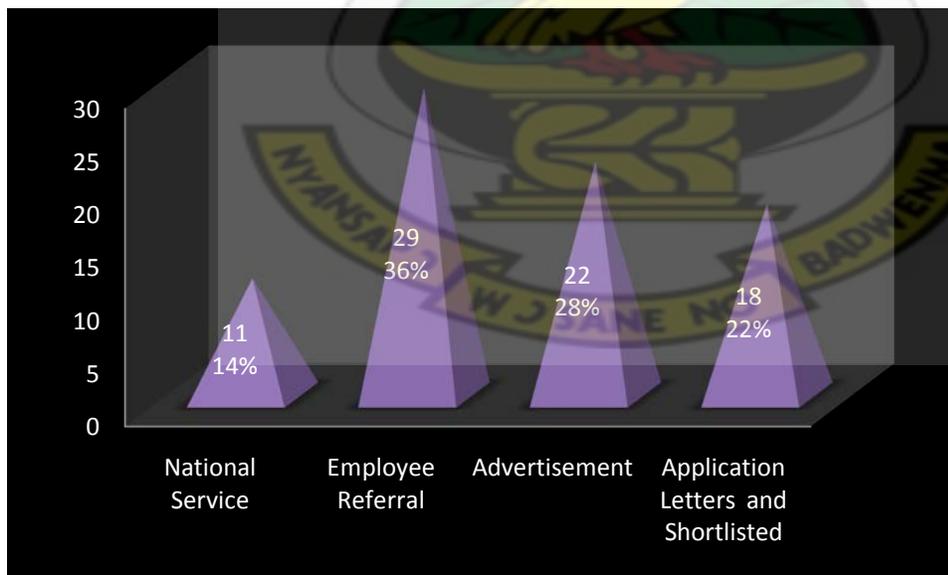
Source: field survey December, 2011

From the discussions and figure 11 above it is realized that employee referrals play an important role in the selection process of the Bank in recruiting new employees followed by advertisement as the both constituted over 60% of the method used in the selection and recruitment process.

4.12 Recruitment and selection Practices and Performance

This was to find out from respondents if the selection and recruitment practices had affected their performance, responses are as follows;

Out of eighty (80) respondents, fifty one (51) answered that 'yes' the selection practices had affected their performance while twenty nine (29) answered in the negative that it has not affected their performance. Figure 12 illustrates respondents' responses.

Figure 4.12: Impact of Recruitment and Selection Practices on Employees Performance
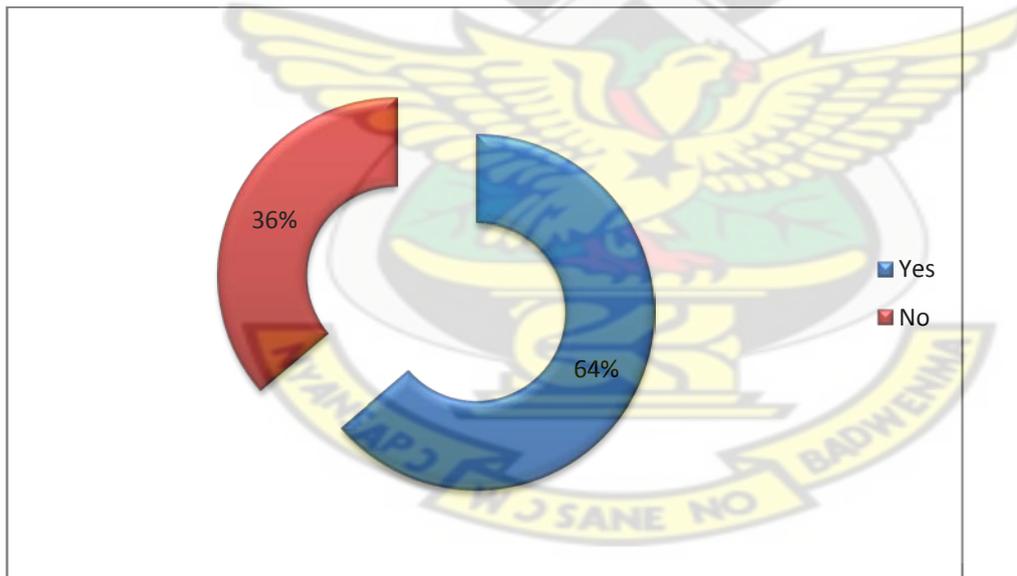
Source: field survey December, 2011

Respondents who answered in the affirmative explained that most of them would not have been able to perform their duties if not for the recruitment and selection methods. Others explained that the orientation and job training given them has added to their stock of knowledge.

Respondents who answered 'no' explained that the selection and recruitment practices had no bearing on what they were doing at the moment; this makes their work difficult and hampers performance at work.

The recruitment of new employees helps to demonstrate a company's aspirations, highlighting the skills and attitudes to which it attaches the highest priority. Companies can only succeed in the long-term if they recruit and motivate people who are able to respond to and shape the challenges of the future. While at the same time employees can perform when they are developed or given the needed attention to perform. Job orientation and training is not enough to enhance performance, motivation, feedback and appraisals can help improve performance (Walker, 1990)

Respondents were further asked if there were equal opportunities for all potential employees, out of eighty respondents, forty seven (47) agreed that there were equal opportunity for all while thirty three (33) disagreed that there existed equal opportunity as some potential employees already know their fate before interviews are conducted, thus there is favouritism on the part of some would be employees.

4.13 Improving Recruitment and Selection Practices at HFC Bank

The researcher wanted to find out from respondents how recruitment and selection practices or processes could be improved at HFC Bank, answers from respondents are as follows;

The majority of forty six (46) respondents were of the opinion that all applicants should be given an equal opportunity of being selected and treated fairly while all favouritism and biases are eliminated to ensure that all get a fair chance of being selected and employed at the bank.

Twenty three (23) respondents were of the opinion that the general public should be made aware through advertisement for all to apply while at the same time given an equal opportunity.

Finally, eleven (11) respondents stated that job orientation and applicants with the right qualifications should be given the opportunity. Respondents explained that though job orientations are often done for new recruits, qualification should be linked with the job. Figure 13 further explains.

Figure 4.13: Improving Recruitment and Selection Practices at HFC Bank
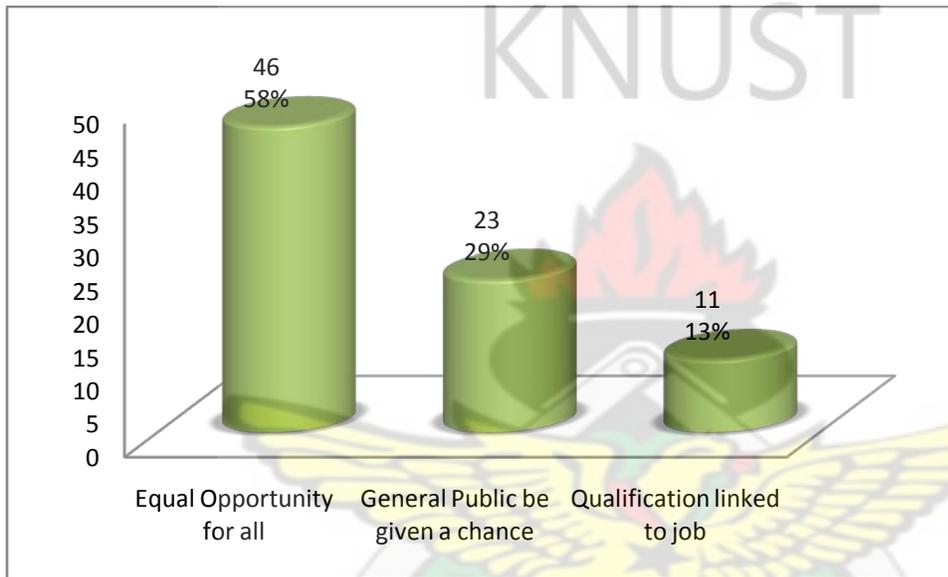
Source: field survey December, 2011

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The purpose of this chapter is to round off the study with summary of findings, conclusion and recommendations. The conclusions would be made from the analysis and the objectives of the research.

5.1 Summary of Findings

The following are the major findings from the study:

5.1.1 Recruitment and Selection Practices of HFC Bank

Miyake, (2002) indicated that advertising is usual for job vacancies, while some applicants are sometimes recruited by word of mouth, through existing employees (employee referrals). Besides being cheaper, people recruited by word of mouth stay longer because they have a clearer idea of what the job really involves. This assertion was shared by most respondents with regards to recruitment and selection practices at HFC Bank.

The research revealed that HFC policy or practice on recruiting and selection was based on several units; the first is the internal recruitment and invitations from applicants from the general public. The first is analysis of the various departments to find out if there are vacancies to be filled. The various departments search within its staff to find competent members to fill job vacancies. When that fails employee referrals are used where employees are allowed to recommend potential employees for the various departments.

The second stage is where the bank source for employees through agencies that helps in recruiting people for the bank. The other is through the general advertisement in the dailies

where the general public can all apply for the positions available. Shortlisted applicants are then invited for an interview and subsequent selection.

Some of the methods used in recruiting and selection of employees are through employee's referrals, employment agencies, professional associations and through adverts in the various dailies.

The research also revealed that the bank had structured ways of selecting new employees. The first is that potential employees must have the necessary or right educational background before they qualify for an interview which is the next stage once a potential employee is shortlisted. Training and orientation is the next stage if an individual is selected or recruited.

5.1.2 Effectiveness of Recruitment and Selection Practices of HFC Bank

The analysis realized that 14% of the respondents were of the opinion that selection and recruiting practices were very effective as the right material are always employed, majority of respondents believed that these practices were good and they constituted 46%. It shows that 60% percent of the respondents agreed that these measures were effective. The other 30% were either indifferent or believed that these measures were not effective and the reasons raised included favouritism and bias towards potential employees.

More so it was realized that factors such as work experience, academic qualifications, interviews and test used in selecting employees makes the selecting and recruitment practices very effective in selecting the best for the bank.

5.1.3 Recruitment and selection practices and performance

Randall, (1987) believes that recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. This is because it is understood and accepted that poor recruitment decisions continue to affect organizational performance and limit goal achievement.

The study revealed that recruitment and selection practices have improved performance of employees and the bank, 64% of respondents stated that the selection and recruitment process has helped them improve upon their performance at the bank and in what they do. It was also revealed that orientation and subsequent job training had added to their stock of knowledge of most employees which help them effectively carry out their duties.

Respondents from HR department on the other had stated that the selection and recruiting method had led to the employment of competent staff while at the same time selection practices help give the chance to employ qualified candidates.

In spite of the above some respondents were of the view that the recruitment and selection practices have not improved performance as orientation and job training are general and most often not linked with the job.

5.1.4 Challenges Associated with Recruitment and Selection Practices of HFC Bank

A common problem in recruitment and selection is poor HR planning. The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labour market are important in recruiting and deploying

appropriate employees at the right time. (Kaplan and Norton, 2004) despite the above its was realized that HFC is faced with other challenges in its recruitment and selection practices.

The major challenge facing HFC Bank in its recruiting and selection practices is lack of key talents in the job market for specialized areas within the bank. HFC Bank as a financial institution deals in normal banking activities while massively involved in mortgaging which needs specialized skills in order to serve its customers and such skills from the study is lacking thereby affecting the performance of the bank.

Competition is another challenge facing HFC Bank in its recruiting and selection practices. The financial market in the country is now very competitive thereby there is a rush for those with the experience and skills to help the various banks float and have competitive advantage over others. This therefore makes the competition for skilled labour in the field difficult.

Labour turnover is another challenge faced by HFC Bank in its recruitment and selection practices. From the survey it was realized some employees immediately after employment vacate or leave their post and take on a different one leading to a loss to the bank, the challenge is therefore how to retain such employees once they are employed.

5.1.4 Ways to Improve Recruitment and Selection Practices at HFC Bank

The analysis revealed that HFC Bank has policies and practices with regards to recruiting and selection of employees, the following were given to help improve upon such practices.

Respondents stated that the procedure for recruiting and selection should be strictly followed in order to ensure that the right materials are provided for the bank. Procedures such as educational or academic qualification, experience and interviews all help select the best of candidates for the bank.

More so, it was realized that equal opportunities should be given to all applicants who apply for jobs at HFC bank to help ensure fairness in the selection procedure and not to hand others undue advantage over others.

More over it was realized that to make the selection and recruitment procedure complete qualifications should be stressed and should also be linked with the job to be done as most qualifications do not much the job to be done.

5.2 Conclusion

The focus of recruitment and selection is to match the capabilities of prospective candidates against the demands and rewards inherent in a given job. For this reason, top performing companies devote considerable resources and energy to creating high quality selection systems. Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success. The quality of new recruits depends upon an organization's recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the caliber of candidates attracted.

From the analysis, recruitment and selection is of prime importance to HFC Bank in order to get the best of employees, however, it faces lots of challenges in its quest to recruit its workforce.

The issue of employee referrals seems to place unfair advantage over others, as more often than not, they are favoured compared to those who use a different channel. From the analysis it was realized that, more employee referrals are employed than those who apply in directly or through the agencies.

Despite these challenges it was realized that these measures (recruitment and selection practices) have been effective in the selection of employees for HFC Bank even though much needs to be

done to enhance it. Recruitment and selection of employees to a greater extent determines the performance of an institution and it is of great importance if institutions want to achieve their goals.

5.3 Recommendations

From the study it is realized that recruitment and selection is of great importance to every organization, though an integral part of human resource planning and development, it application and operation and challenges makes its practise quite difficult. These recommendations are therefore made to help make these practices more effective.

All applicants must be treated fairly; issues of favouritism should be avoided while giving the chance to all. Employee referrals though a good idea should be minimized to cater for a certain number of people rather than a whole scale opportunity. That gives room to favouritism and at times employment of individuals who might not contribute meaningfully to organizational output.

The human resource department should appraise employees to help them give off their best and help improve performance of employees; this will always keep employees on their toes to give off their best.

Refresher courses must be organized for employees for them to be abreast with trends in the ever growing market. It was revealed in the analysis that key talents are difficult to come by, the bank can help upgrade the skills of some of its staff in areas they find difficult to recruit in the market. This will also go a long way to help staff contribute to the success of the bank.

REFERENCES

Armstrong, M. (1991) *A Handbook of Personnel Management Practice, 4th Edition*, Kogan Page, London.

Arnolodo, C. (June 1985): *A Methodology for the Development of a Human Resource Strategy*, Sloan School of Management.

Biles, George, E. & Holmberg, Stevan, R. (1980): *Strategic Human Resource Planning*, Glenn Ridge, New Jersey: Thomas Horton and Daughters.

Bingley, Paul and Niels Westergaard-Nielsen (2004), *Personnel Policy and Profit, Journal of Business Research*, 57: 557-563.

Blackford, W. P. and Newcomb, K. M. (2002), *Strategic Human Resource Management*, Dryden Press, Florida, USA.

Burack, Elmer H. and Mathys, Nicholas J. (1980), *Human Resource Planning*, Lake Forrest, I1 Brace-Park Press. P130.

Chapman, R. J. (1999), *The Likelihood and Impact of Changes of Key Project Personnel on the Design Process*, Construction Management and Economic 17:99-106.

Costello, D. (2006), *Leveraging the Employee Life Cycle, CRM Magazine*, 10 (12), 48-48. Retrieved February 23, 2009, from Academic Search Premier Database.

Cran Cheryl (1995), *Employee Retention Strategy, How to Attract and Retain Top Performers*, Sada NY, Blue Boulder Internet Publishing.

Dess, Gregory, G. and Jason, D. Shaw (2001), *Voluntary turnover, social capital, and Organizational performance, Academy of Management Review*, 26(3): 446-456.

Dessler, Gary (1984), *Personnel Management, Reston*, Va: Reston Publishing Co.

Dessler, Gary (2000), *Human Resource Management*, Eighth Edition. New Jersey, USA, 2000.

Delery, J. E. and Doty. D. H. (1996), *Modes of Theorizing in Strategic Human Resource Management*: Tests of Universalistic, Contingency and Configuration Performance Predictions, *Academy of Management Journal. Volume*.39, 802-835.

Drucker, P. (1999), *Knowledge-Worker productivity: The Biggest challenge*, California Management Review 41(2): 79-94.

Drucker, J. White, G., Hegewisch, A. and Mayne, L.(1996), Between Hard and Soft HRM: *Human Resource Management in the Construction Industry, Construction Management and Economics*, 14:405-416.

French, W. L. (1982), *The Personnel Management Process, 5th ed,*. Boston: Houghton Miffin.

Gary Dessler, (2000), *Human Resource Management*, Prentice Hall Incorporated, 8th Edition, Upper Saddle River, New Jersey.

Gould, Richard (1984), *Gaining a Competitive Edge through Human Resource Strategies*, Human Resource Planning.

Huselid, Mark A. (1995), *The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance, Academy of Management Journal*, 38: 635–672.

Johnston, R. (1999), *Supporting Learning in The Third Millennium*. Human Resource Development, Learning. J. P. Wilson. Herndon, Stylus Publishing**:** 475-494.

Jovanovic, Boyan (2004), *Selection and the Evolution of Industry. Econometrica*, 50(3): 649-670.

Kaplan, R. S. & Norton, David, P. (2004), Strategy Maps: *Converting Intangible Assets Into Tangible Outcomes*, Boston, Harvard Business School Press.

Kaplan, R. S., Norton, David P. (2004), *Measuring the Strategic Readiness of Intangible Assets*, Harvard Business Review 82(2): 52-64.

Kelly D. (2006), Human Resource Development: For Enterprise and Human Development, http://ro.uow.edu.au/artspapers/114.

Kersley, Barbara and Christopher Martin (1997), *Productivity Growth, Participation and Communication, Scottish Journal of Political Economy*, 44(5): 485-501.

Kochan, Thomas, A. and Chalykoff, John (May 1985), *Human Resource Management and Business Life Cycles*: Some Preliminary Positions, Sloan School of Management.

Miyake, D. (2002), Implementing Strategy with the Balanced Scorecard: *An Introduction to the Strategy-Focused Organization, DM Review.*

Mullins, L. J. (1999), *Management and Organizational Behaviour, 5th Edition*, Pearson Education, Essex.

Odiorne, George, S. (1984), *Human Resources Strategies for the Nineties*, Hax.

Schuler, Randall, S. (1987), *Personnel and Human Resource Management*, Third Edition.

Smith, J. J., & Robertson, W. M. (1993), *Manpower Planning and Development*, The Developing World, International Human Resources Development Corporation. Boston, Massachusetts.

Stoner, I., and Freeman, B. (1992), *Tools for Manpower Planning*, The World Bank Models, Washington, D.C.

Walker, James (2009), *Human Resource Planning*, New York: McGraw-Hill Book Co., P95

Whitmell Associates (2004), *Workforce and Succession Planning in the Libraries of the Australian Technology Network, Preparing for Demographic Change*. Ontario, Canada.

APPENDICES

Appendix 1 Questionnaire for Human Resource Department

This questionnaire is designed to gain understanding of recruitment and selection practices at HFC Bank. Kindly complete this questionnaire as objectively as possible. The information given out is solely for academic purpose and would be treated as confidential. Thank you.

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

Section A: Personal Data

1.   Sex

       Male   [   ]

       Female   [   ]

2.   How long have you been working at HFC Bank?

       a.   less than 1 year   [   ]

       b. 1 – 6 years   [   ]

       c. 7 – 12 years   [   ]

       d. 13 – 18 years [   ]

       e. 19 years and above   [   ]

3.   Which of the qualifications below do you possess?

       a. HND [   ]

       b. 1st Degree [   ]

       c. 2nd Degree [   ]

       d. Others …………………………………………………………………..

Section B: Recruitment and Selection

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

       Yes [   ]

       No [   ]

5.   If yes to above, briefly state the policy…………………………………………………….

…………………………..…………………………………………………………………….

…………………………..…………………………………………………………………….

6. Does HFC Bank outline job analysis ((i.e. duties, responsibilities, skills etc required for a particular job) before advertising vacancies for employment?

Yes [   ]

No [   ]

7. Does HFC Bank rely on any agent(s) for the recruitment and selection of employees for your organization?

Yes [   ]

No [   ]

8. If yes to the above, state the agent (s) …………………………………………………..

……………………………………………………………………………………………

…………………………………………………………………………………………..

9. When vacancies occur, are existing employees considered?

Yes [   ]

No [   ]

10. Are job vacancies made open to the general public?

Yes [   ]

No [   ]

11. Which of these methods of recruitment are applicable to the HFC Bank? You may select more than one.

    a. Radio advert [   ]

    b. TV advert [   ]

    c. Newspaper advert [   ]

    d. Professional association(s) [   ]

    e. Employment agencies [   ]

    f. Employee referrals [   ]

    g. Other(s) specify…………………………………………………………………..

    ……………………………………………………………………………………

12. Does the bank have structured recruitment and selection practices in place for new employees?

Yes [   ]

No [   ]

13. If yes to question 12, what are these recruitment and selection practices?

……………………………………………………………………………………………

……………………………………………………………………………………………

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

a. Academic qualifications [   ]

b. Work experience [   ]

c. Interview [   ]

d. Test [   ]

e. Other(s) specify…………………………………………………….

15. Are there equal opportunities for all would-be (potential) employees when it comes to recruitment and selection?

a. Yes [   ]

b. No [   ]

16. If no to question 15, why? ………….. ……………………………………………………

……………………………………………………………………………………………

…………………………………………………………………………………..

17. Are these recruitment and selection practices able to give you the needed and qualified candidates to fill the vacancies?

a. Yes [   ]

b. No [   ]

18. If no to the above question, why?..

………………………………………………………………………………………....

……………………………………………………………………………………………

19. Have these recruitment and selection practices led to the employment of competent staff?

Yes [   ]

No [   ]

20. If your answer is no, please give reasons …. ....

………………………………………………………………………………………....

……………………………………………………………………………………………

……………………………………………………………………………………………

21. Is there a situation where management circumvents (i.e. divert from) the formal recruitment and selection practices?

Yes [   ]

No [   ]

22. If yes, why so?………………………………………………..…………………………...
………………………………………………………………………………………………..
………………………………………………………………………………………………
………………………………………………………………………………………………

23. What are some of the challenges HFC Bank associated with your recruitment and selection practices?
………………………………………………………………………………………………
………………………………………………………………………………………………
…………………………………………………………………………………………………
………………………………………………………………………………………………

24. What factors will improve recruitment and selection practices at the HFC Bank?

………………………………………………………………………………………………
....
....
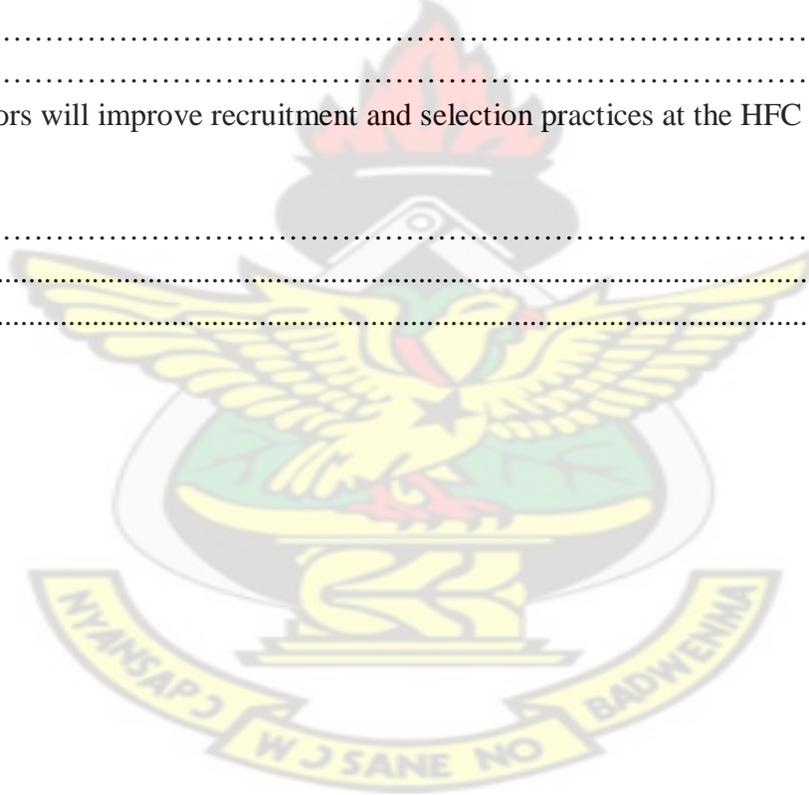
Appendix 2 Questionnaire for Staff /Employees

This questionnaire is designed to gain understanding of recruitment and selection practices at HFC Bank. Kindly complete this questionnaire as objectively as possible. The information given out is solely for academic purpose and would be treated as confidential. Thank you.

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

Section A: Personal Data

1. Sex

    Male   [   ]

    Female [   ]

2. How long have you been working in your organization?

    a. less than 1 year   [   ]

    b. 1 – 6 years   [   ]

    c. 7 – 12 years   [   ]

    d. 13 – 18 years [   ]

    e. 19 years and above   [   ]

3. Which of the qualifications below do you possess?

    a. M.S.L.C.   [   ]

    b. 'O' Level [   ]

    c. 'A' Level   [   ]

    d. HND [   ]

    e. 1st Degree

    f. Others specify………………………………………………………..
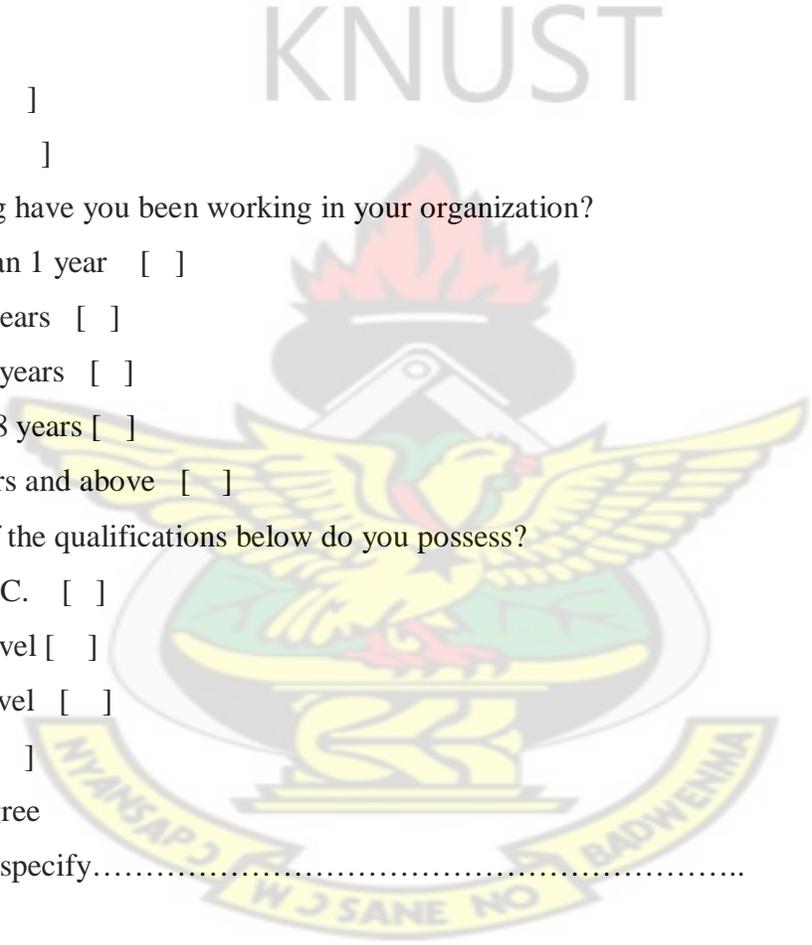
Section B: Recruitment and Selection

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

    Yes [   ]

    No [   ]

5. If yes to question 4, please state some of these policies?

………

………

………

6.   How effective are the recruitment and selection practices of HFC Bank?

    a. Very Effective [ ] b. Good [ ] c. Not Effective [ ] d. Indifferent [ ] e. Bad [ ]

7.   Do you know whether the bank performs any job analysis (i.e. duties, responsibilities, skills etc required for a particular job) before advertising vacancies for employment?

    Yes [   ]

    No [   ]

8.   Does the bank have any agent(s) that recruits and selects employees?

    Yes [   ]

    No [   ]

9.   If yes, please name the agency…………………………………….…………………………

    ……………………………………………………………………………………………….

    …………………………………………………………………………………………..

10.   Are job vacancies made open to the general public?

    Yes [   ]

    No [   ]

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

    a.   Radio advert [   ]

    b.   TV advert [   ]

    c.   Newspaper advert [   ]

    d.   Professional association(s) [   ]

    e.   Employment agencies [   ]

    f.   Employee referrals [   ]

    g.   Other(s) specify…………………………………………………………………..

        …………………………………………………………………………………………

12. How were you recruited and selected?...
…………………………………………………………………………………………………
…………………………………………………………………………………………………..

13. What is your impression about the recruitment and selection practices at HFC Bank?
………………………………………………………………………………………………….
…………………………………………………………………………………………………..

14. Has the recruitment and selection practices of HFC Bank affected your performance?

    a. Yes [ ]

    b. No [ ]

15. Explain answer ……………………………………………………………………………….
…………………………………………………………………………………………………
…………………………………………………………………………………………………

16. Are there equal opportunities for all would-be (potential) employees to your organization?
    a.   Yes [   ]
    b.   No [   ]

17. If no to question 13, why? Give reasons …………………………………………………
…………………………………………………………………………………………………
………………………………………………………………………………………………..
…………………………………………………………………………………………………

18. How can recruitment and selection practices at HFC be improved?
…………………………………………………………………………………………………
…………………………………………………………………………………………………
…………………………………………………………………………………………………