CHRISTAIN SERVICE UNIVERSITY COLLEGE

AN INVESTIGATION INTO RECRUITMENT AND SELECTION PRACTICES OF GHANA POST COMPANY LIMITED

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DECLARATION

We hereby declare that this long essay consists entirely of our own work except for references that have been duly acknowledged. All errors and omissions there may be in this work are ours and we accept full responsibility for them.

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DEDICATION

We dedicate the entire work to God Almighty, for taking care of us throughout our education.

ACKNOWLEDGEMENT

ABSTRACT

The purpose of this study was to assess the effectiveness of the recruitment and selection practices and procedures of Ghana Post, Ashanti Region. It was to find out the recruitment and selection practices of Ghana Post, the effectiveness of the recruitment and selection practices of Ghana Post, the challenges associated with the recruitment and selection practices of Ghana Post and ways to help improve human resource planning and development. The study obtained information from one hundred (100) respondents from staff of Ghana Post in the Ashanti 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.

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CHAPTER ONE

INTRODUCTION

1.1   Background to the study

The most important corporate resource over the next few years will be talent: smart, sophisticated business people who are technologically literate, globally astute, and operationally agile. And even as the demand for talent goes up, the supply of it will be going down (Trank et al., 2002). A highly successful organisation is built on the strengths of exceptional people. No matter how much technology and mechanisation is developed, no organisation could survive and prosper without them (Luszez and Kleiner, 2001).

Recruitment and selection for organisations have proved to be a core human resource planning activity and as such, they are a vital part of an organisation's overall strategic plan. However, the complexity of the human resource planning process varies with the size of the organisation and 'the perception and status of the human resource function' within the organization (Compton, Morrissey & Nankervis, 2002). While large businesses have Human Resources (HR) as a core function, many small businesses are deficient, not only in management expertise, but especially in human resource management capability, and this can hinder development in small businesses (Scase & Goffee, 1985).

In an increasingly global and sophisticated marketplace, recruitment and selection has become an essential tool for organizations in ensuring that they have the human resources necessary to achieve their current strategic direction and to continue

innovating and growing in the future. Recruitment and selection has become increasingly important as one way of delivering behaviours seen as necessary to support organizational strategies (Iles, 2001).

According to Kilibarda and Fonda (1997), good recruitment and selection practices can minimize the risks of failing to achieve the business strategy and of incurring needless costs as:

- Business and organizational strategies can be jeopardized if the people who are appointed are not capable of contributing effectively, if appointments are not timely, or if no appointment is made.

- Unnecessary expense can arise due to costs of training and replacements since poor recruits may perform badly and/or leave their employment. Remedial costs and inefficiency in the recruitment process itself also contribute to increased costs.

Effective recruitment and selection can also provide significant improvements in productivity and employee morale and allow organizations to build a workforce of more able employees who collectively provide a superior product or service (Robertson, et al., 1996). The profitability and even the survival of an enterprise usually depend upon the calibre of the workforce and it has been argued that the costs of ineffectual commercial viability can often be attributed to decades of ineffective recruitment and selection methods (Terpstra, 1996).

According to Djabatey (2012) 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 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. 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.

The challenge for many researchers then have been to demonstrate how scientifically derived recruitment and selecting practices add value to organization's performance. 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 importance of adopting best practices in Human Resource Management cannot be underestimated, especially because of the need to hire 'high quality' staff in a 'tight labour market' characterized by a skills shortage and a widening demand-supply gap. Moreover, the labour market in Ghana is highly competitive with both domestic and foreign companies targeting to employ from the same labour pool. The growing competition has generated a strong interest and enthusiasm among companies to search actively for the best management practices in all fields, including HRM, to improve their efficiency and overall performance.

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. 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.

The problem statement of the study is that the performance output of employees of Ghana Post has lately been of prime concern to all stakeholders as evidenced by the abysmal productivity and low income generation of the company. It is argued in certain quarters that either Ghana Post is not attracting the best human resources on the market due to low and uninspiring remuneration reward system or its recruitment and selection system is thwarted with nepotism and cronyism. Importantly, some of the employees are not able to improve and adjust to their new working environment due to their incompetence in the field of work (more of putting square pecks in round holes) and high level of resignations among professionals due to inadequacies of logistics resulting into high cost and low productivity.

1.3 Objectives of the study

The main objective of this research is to investigate and derive methods for the recruitment and selection of employees in businesses and to better understand the variables and dynamics affecting the processes.

The specific objectives of the study are:

1. To identify the recruitment and selection practices of Ghana Post Company Limited;

2. To examine how recruitment and selection practices affect the performance or development of Ghana Post Company Limited;

3. To assess the challenges associated with the recruitment and selection practices of Ghana Post Company Limited; and

4. To provide suggestions and recommendations that will improve recruitment and selection practices at Ghana Post Company Limited.

1.4   Research Questions

In view of the above research objectives questions which serve as a guide to the study were posed:

1. What are the recruitment and selection practices of Ghana Post Company Limited?

2. What is the effectiveness of recruitment and selection practices on the performance or development of Ghana Post Company Limited?

3. What are the challenges associated with the recruitment and selection practices of Ghana Post Company Limited?

4. What are the suggestions and recommendations that will improve recruitment and selection practices at Ghana Post Company Limited?

1.5   Significance of the Research.

In general terms the study is expected to impact on Human Resource experts/professionals, management of Ghana Post Company Limited, regulators, academia and the general public. The output of this study contributes to knowledge and literature in the subject under investigation. It is useful as a source of reference to researchers, academics, students, policy makers, HR professionals and other stakeholders interested in how recruitment and select impacts on a public sector organization.

The study would also help management and workers of Ghana Post to identify the current recruitment and selection challenges so as to find the requisite remedies for

quality service delivery and maximization of productivity and profitability. The findings and results also provides a more reliable scientific measure and perspective for describing and evaluating the level of efficiency of the system and its effect on corporate performance and customer satisfaction.

To policy makers like government agencies such as the Ministry of Communication, the finding and results of this study provides insights and a more reliable guide to monitoring the impact of the operations Ghana Post Company Limited. It also serves as a benchmark for measuring partly their respective policy goals and objectives.

1.6   Methodology

The sources of materials for the study was both primary and secondary. Primary data is more accurate and structured questionnaire would be designed and administered to management and staff alike, for information on HRM and organizational performance. Interviews schedule would be another medium through which primary data would be obtained. Stakeholders like government agents, sectional managers and staff of Ghana Post Company would be interviewed for input for this study. Secondary material would be in the form of textbook, newspapers, reports/articles, journals, bulletins and documents presented by energy experts, marketers and policy planners would be used in addition to primary data.

In researching on recruitment and selection practices at Ghana Post Company Limited, closed-ended questions would be used to ensure that answers given are as concise as possible. A structured questionnaire would be designed to give the required input in

measuring the authenticity of various approaches which have profound impact on understanding of the contributions recruitment and selection can make to organisational performance. In all cases, a simple random sampling method would be used. The advantage is that, it would give a diverse opinion from all players or stakeholders. Due to time and limited resources constraints, a proportion staff would be sampled for input for this work.

1.7   Scope of the study

The study would be conducted within the framework of investigating the impact of recruitment and selection practices to gain competitive advantage in the postal and courier sector. The study would be carried out on selected Post Offices, within the Ashanti Region. It is a case study approach of one particular company; and will not cover other players to reflect the entire industry response to the impact of recruitment and selection to gain competitive advantage in the industry. The entire region is headed by regional director, supported by six sectional regional managers. The staff population is approximately 300. Hence the result would not be generalized but its findings would be placed in the relevant context of the individual organization studied.

1.8   Limitation of the Study

This research like any project in life is likely to be thwarted by limitations; notable ones are enlisted as follows:

a) The reluctance and in certain instances, outright refusals on the part of officials to release information which will help enrich and further assist to establish a strong validity and reliability of the study.

b) Lack of database on human resource management as well as inadequate accurate data on individual performance in comparison with the revenue generated from operational and financial activities.

c) Concerning the availability of materials and cost involved, it would be observed that even though recruitment and selection of the communication sector nationwide study would have been more appropriate, there are constraints of financial resources and unavailability of data as well as materials which will not make it possible to undertake project of such magnitude.

d) In addition, the researchers have to combine academic work with their studies as well as office work. Furthermore, costs such as printing, photocopying, binding as well as opportunity cost are expensive. Some of the questions need printing and posting which is also expensive.

1.9   Organization of the Study

The study is structured into five main chapters. Chapter One: It captures the background of the study, the problem statement, objectives, and research questions and the significant of the study. Chapter Two: This examines the review of both the theoretical and empirical literature. Chapter Three: This section looks at how the research is going to be conducted by looking at the research methodology. Chapter Four: It looks at the analysis and discussion of the data. Chapter Five: The chapter five which is final chapter looks at summary of the findings, conclusions, recommendations and areas for further research.

CHAPTER TWO

LITERATURE REVIEW

2.0   Introduction

This chapter examines the findings of the extensive body of literature related to the organisation of knowledge that affects the recruitment and selection of employees by organizations taking a closer look at their capacity to recruit and retain staff. The literature covers primarily the characteristics of Human Resource Management in relation to recruitment and selection.

2.1   The Definition and Concept of Recruitment and Selection

According to Barber (1998) recruitment includes those practices and activities carried on by the organization with the primary purpose of identifying and attracting potential employees. Newell and Shackleton (2000) refer to recruitment as the process of attracting people who might make a contribution to the particular organization. For 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. Rynes (1990) suggested that recruitment encompasses all organizational practices and decisions that affect either the number, or types, of individuals who are willing to apply for, or to accept, a given vacancy (Russo et al., 1995). Rynes (1991) also suggested that job and organizational attributes may be the dominant factors in applicant attraction; and that applicant perception of job and organizational attributes, such as compensation, the work environment, internal career paths and the type of work, have a positive direct effect on applicant attraction to firms (Turban et al., 1998).

These definitions highlight a primary objective of recruitment, and that is to identify and attract future employees. 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.

Whereas recruitment is aimed at attracting individuals to an organization, selection is aimed at identifying the most qualified from among those individuals. Bratton and Gold (2003) define selection as the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons most likely to succeed in the job(s), given management goals and legal requirements. Stone (2005) defines selection as choosing from the available candidates the individual predicted to be most likely to perform successfully in the job.

However, Rynes, Bretz and Gerhart (1991) suggest that applicants can be wooed not only through improved job attributes, but also through better-planned and more attentive recruitment procedures (Stoops, 1984) and in line with this Russo et al. (1995) suggested that professional and efficient recruitment procedures not only shorten vacancy duration but also improve the quality of the applicants hired.

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).

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 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 behavioural 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 neighbourhoods.

Recruitment at schools may not be appropriate in studies having a family or neighbourhood 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

dialling,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.

• "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 fulfil 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   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.

2.6   Importance of Recruitment and Selection

In an increasingly global and sophisticated marketplace, recruitment and selection has become an essential tool for organizations in ensuring that they have the human resources necessary to achieve their current strategic direction and to continue innovating and growing in the future. Recruitment and selection has become increasingly important as one way of delivering behaviours seen as necessary to support organizational strategies (Iles, 2001).

According to Kilibarda and Fonda (1997), good recruitment and selection practices can minimize the risks of failing to achieve the business strategy and of incurring needless costs as:

- Business and organizational strategies can be jeopardized if the people who are appointed are not capable of contributing effectively, if appointments are not timely, or if no appointment is made.
- Unnecessary expense can arise due to costs of training and replacements since poor recruits may perform badly and/or leave their employment. Remedial costs and inefficiency in the recruitment process itself also contribute to increased costs.

Effective recruitment and selection can also provide significant improvements in productivity and employee morale (Farnham and Pimlott, 1995) and allow organizations to build a workforce of more able employees who collectively provide a superior product or service (Robertson, et al., 1996). The profitability and even the survival of an enterprise usually depend upon the calibre of the workforce and it has been argued that the costs of ineffectual commercial viability can often be attributed to decades of ineffective recruitment and selection methods (Terpstra, 1996).

CHAPTER THREE

RESEARCH METHODOLOGY

3.0   Introduction

This chapter looked at the methodology employed to achieve the objective of the study. It focused on the population, sampling, research instrument; administration of questionnaire etc. under consideration is the staffs of Ghana Post Company Limited were chosen.

3.1   Research Design

The research was based on assessing recruitment and selection practices of Ghana Post Company Limited. The design was a descriptive study which used both quantitative and qualitative tools to recruitment and selection practices adopted by Ghana Post Company Limited. 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 secondary and primary data were collected for the purpose of this research. For clarity, Saunders et al, (2007) define data as facts, opinions and statistic that have been collected together and recorded for reference or for analysis.

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 researchers contacted employees of the Human resource department of the company. 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 Ghana Post. A set of questionnaire was prepared with open – ended as well as close ended questions.

3.2.2   Secondary Sources

Secondary data is data that is used for a purpose other than for which it was originally obtained. It may be descriptive or explanatory (Saunders et al, 2007), raw (unprocessed) or summarized (Kervin, 1999). They can be categorized into documentary, multi-source or survey- based (Saunders et al, 2006). Secondary data for the research was collected by reviewing textbooks, journals, articles, magazines, publications, internet etc. to gather historical perspectives of the research data from renowned authors and researchers.

3.3   Population

The target population for the study comprise customers, staff and management of Ghana Post Company Limited.   Gill and Johnson (2002), state that surveys are associated with "research population" which provides the necessary information needed for answering the set research questions. Surveying from the entire population could be expensive and require adequate time for data collection and analysis. Therefore, the researchers selected staff and managers of the company at Head Office in Accra and the Regional Offices at the ten regions of Ghana for this case study. The population of the study consisted of employees from the various departments of the company including human resource department, marketing and so forth.

3.4   Sample Size

A sample size of 100 was chosen from the selected branches such as Adum(Main branch), Suame, Bekwai, Obuasi, and Fomena throughout Ashanti region 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 researchers wanted to deal with only typical cases based on the objectives of the study.

3.6   Data Collection Instrument

The researchers used questionnaire. The researchers 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. The researchers 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 researchers ensured that the questions were well formulated which allows error minimization.

3.8   Data Analysis

The raw data obtained from a research is useless unless it is transformed into information for the purpose of decision making (Emery and Couper, 2003). The data analysis involved reducing the raw data into a manageable size, developing summaries and applying statistical inferences. Consequently, the following steps were taken to analyze the data for the study. The data was edited to detect and correct, possible errors and omissions that are likely to occur, to ensure consistency across respondents. The data was then coded; to enable the respondents to be grouped into limited number of categories.   The Microsoft Excel software was used for this analysis. Data was presented in tabular form, graphical and narrative forms. In analyzing the data, descriptive statistical tools such as bar graph, pie charts would be used.

3.9   Limitations to Data Collection

Some of the respondents saw the exercise as a waste of time as they put it and for that matter were not prepared to compromise few minutes of the precious time as it were to answer the questions.

It took more time than expected to solicit the requisite approval from the appropriate authorities and a further delay caused by the department in charge of the information is also worth mentioning. It was also with difficulty and a lot of resources getting the questionnaire that was given to the staff back.

3.10   Profile of Study Area

3.10.1 Profile of Ghana Post Company Limited

Postal services started in 1854 in the then Gold Coast after the then Governor, Major Stephen Hills, had made representation for the establishment of a separate postal service for the Gold Coast by the British Postmaster General London. In 1860, the legislative council of the Gold Coast Colony enacted legislation for the prepayment of postage on certain classes of letters passing through the post. The first post office was opened at Cape Coast in 1873 with Rowland. Cole, Sierra Leonean, as the first Postmaster. The Gold Coast became a member of the UPU in 1879 and the enactment of the Post Office ordinance was performed in 1888 after which the first private letter boxes were installed.

Modern Postal Services took off after the Second World War, until which time the Post and Telecommunication Corporation was a department of the Civil Service. The Post and Telecommunications Department became a Corporation with the promulgation of NRCD 311 of January 1974 with the mandate of operating Postal Services and operating national and international Telecommunication Service. The structure drawn for the Corporation under this decree provided for Director-General with responsibilities for postal and telecommunications services respectively.

The separation of the Posts and Telecommunications in Ghana is a global trend meant to address the inefficiencies in the postal sector. The sector is often unreliable and unresponsive to market needs. In spite of these shortcomings, however, the sector represents a significant proportion of Gross Domestic Product (GDP) and also a large employer, though the Statistical Services is yet to quantify it into the national economy. It is in view of this that the World Bank's Private Sector Department (PSD)

started promoting worldwide postal reform concepts especially in developing countries. The prerequisite for this concept rests on the separation of the postal from the telecom sector in countries where they are single entity.

The idea of separation was bought by the Ghana government and was consequently approved by Parliament. It could not, however be debated by Parliament because of the 31st December 1981 coup. As part of the Second Telecommunication Project (STP), the government of Ghana accepted a proposal to separate the Post from the Telecommunications, with the view of restructuring both entities to stimulate foreign investments, expand and improve their network to provide viable commercial capacities to ensure effective and efficient operations and maintenance of their facilities and services.

The Telecommunication Services Division, now Ghana Telecom Company was restructured, modernized and its facilities expanded under multilateral funding. This trend of affairs indeed posed a challenge as to whether Ghana Post could stand on its own without support from government.

Messrs MG Associates of the United Kingdom, a management consulting firm was commissioned to prepare modalities for restructuring and split for the separation. Modalities for sharing of staff, grading and job descriptions were also put in place.

On August 31, 1995, the Ghana Postal Services Corporation (GPSC) was established with the enactment of Act 505 to operate as a separate and independent entity and provide postal and allied services.

Furthermore, government converted the GPSC to a limited liability company among other state-owned enterprises following the enactment and implementation of the

Statutory Corporation (Conversion to Companies) Act 461, 1993. The company had since been known and called Ghana Post Company Limited; with 100 billion shares of no par value of which 10 billion have been issued for ¢10 billion in the name of Government of Ghana.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSIONS OF RESULTS

4.0   Introduction

This chapter presents the data analysis extracted from the questionnaire issued out to the respondents, descriptive analysis such frequency and percentages as well as charts were used to explain each category of questions answered by respondents and thorough interpretations were discussed as findings of the analysis.

4.1   Background of Respondents

The background was assess to ascertain whether the respondents of which questionnaires were delivered to qualified enough to answer the questions and to know how each of the category of respondents were represented in the final analysis of the work.

The study revealed that out of a sample size of one hundred (100), twenty percent (20 in absolute terms) were selected from the Human Resource Department while eighty percent (80 in absolute terms) employees from the other departments responded to the questionnaires; thereby providing a fair representation for the subject matter.

4.1.1 Gender and Number of Years with Company

Table 4.1: Gender and Number of Years with Company Distribution

Experience /Gender	Male	Female	Total
Less than 1 year	1	2	3(3%)
1 – 6 years	5	8	13(13%)
7 – 12 years	9	12	21(21%)
13 – 18 years	25	12	37(37%)
19 years and above	15	11	26(26%)
Total	**55(55%)**	**45(45%)**	**100(100%)**

Sources: Researcher's field work, May, 2013

Table 4.1 shows a well representation of each of the gender for the analysis; showing a fair distribution of gender across board for the study and was done in order to achieve a collective view of all respondents. Albeit, the study showed that there was a slight dominance of the male (55%) over the female (45%). This is an indication of the fact that most of the work of the company which is courier has to do with lifting and pushing heavy packages and mails; while the female who normally are kept as frontline executives.

Moreover, on the years for which employees have been categorized of the respondents, it was realized that, each age bracket was fairly represented in the analysis, however, the majority (37%) were found to be within the period of 13-18 years. This lays more credence to the fact that over 87% of the employees had been with the company more than seven years and is well positioned to contribute to the subject matter. It was detected that 3% of the respondents had been with Ghana Post less than one year. This explained the government freeze on employment since 2009.

4.1.2 Educational Qualification

Figure 4.1: Educational Qualification
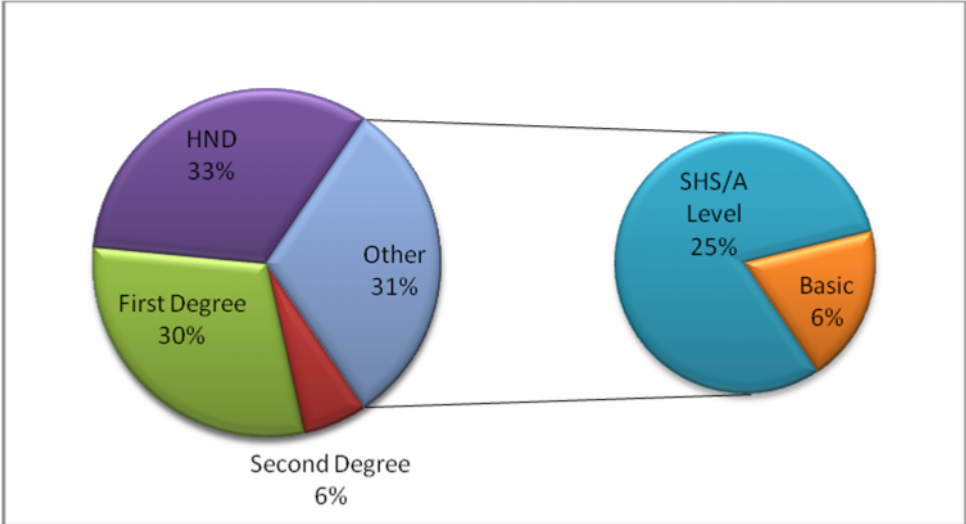
Sources: Researcher's field work, May, 2013

The study showed that 30% of the respondents were First Degree certificate holders from various fields; 33% had Higher National Diploma (HND); 6% had Second Degree qualifications; while for others (31%) comprised of 25% SHS/'A' Level and 6% with JHS graduates as depicted by Figure 4.1 above.

In summing up it is realized that the organization has several level of qualified personnel to help carry out the day to day activities of the institution and also have perfect understanding of the tabled issue.

4.2 Response from HR Department
The following paragraph constitute the responses as per the employees from the Human Resources Department of the company within the Ashanti Region

4.2.1 Formal Policy for Recruitment and Selection of Employees
All the twenty (20) HR employees agreed with the question that Ghana Post had a formal policy for recruiting and selection of employees. Respondents were further asked to state this policy. Six respondents (representing 30%) revealed that recruitment and selection is mainly an internal arrangement; the human resource department accesses the various departments where there are vacancies; and 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 company.

4.2.2 Outline of Job Analysis

The study showed that sixteen (16) respondents (representing 80%) answered in the affirmative that Ghana Post outlines job analysis such as the roles, duties and responsibilities before advertising a vacant position. Four employees (representing 20%), however, did not agree to the existence of outline job analysis in terms of duties and responsibilities before advertising as illustrated by Figure 4.2 below.

Figure 4.3: Outline of Job Analysis
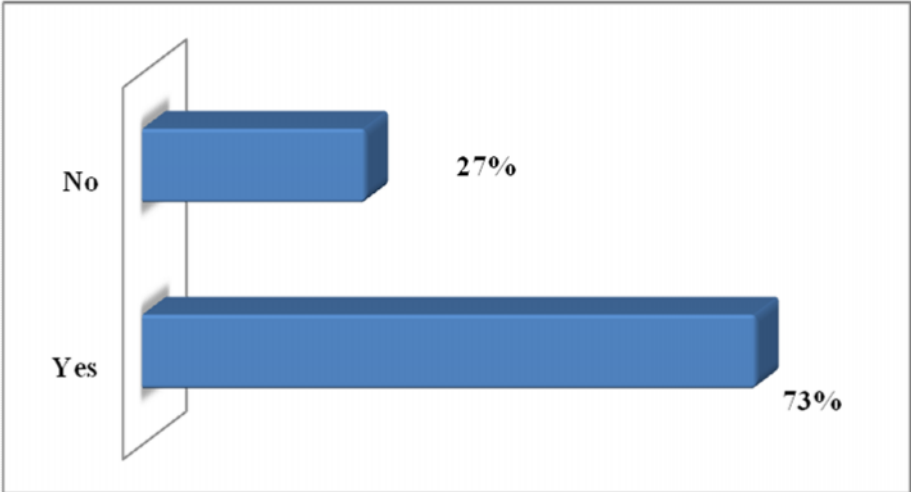
Sources: Researcher's field work, May, 2013

4.2.3   Recruiting Agencies

The research indicated by absolute majority that Ghana Post does not rely on any recruitment agencies in the selection of employees. It further came out by unanimous decision 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.

4.2.4   Methods of Recruitment

It was realized that Twelve (12) respondents stated that the company uses newspaper adverts in searching for jobs or as a recruitment section tool, with the reason that the newspapers are read by many people and therefore have a wider coverage. Fifteen (15) respondents were of the opinion that the company uses employees' referrals as a means of recruiting. It became obvious that the company does not rely on recruiting agencies and professional associations in selecting employees as methods of recruitment.

Figure 4.4: Methods of Recruitment
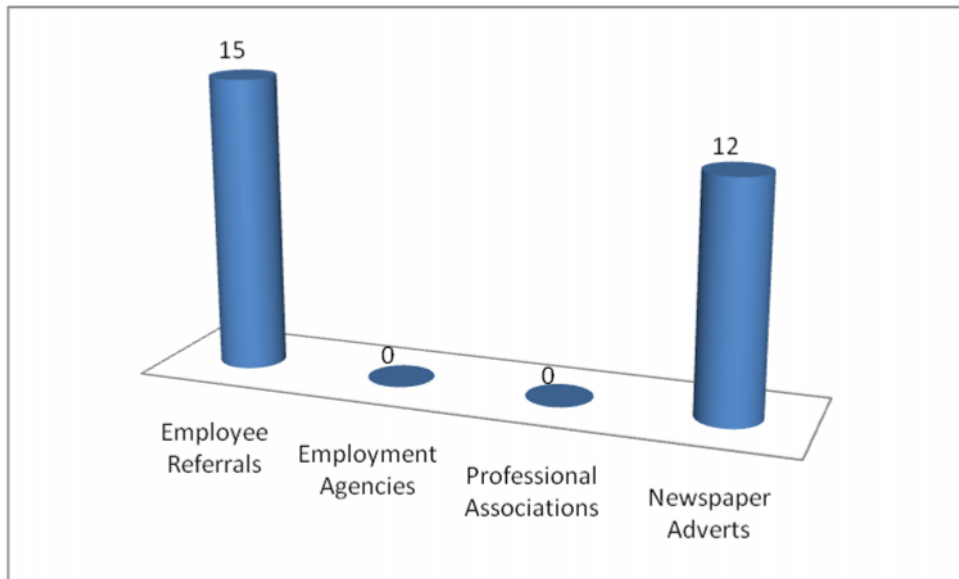
Sources: Researcher's field work, May, 2013

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.

In a related issue, all twenty (20) respondents agreed that the company 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 potential employees are required to have the necessary educational qualification in order to be considered. Interview is another practice in the selection of new employees. The assertion that 'Prospective employees are required to go through an interview process to be assessed, if the persons involved are 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 4.5 below throws more light on the discussion.

Figure 4.5: Selection Practices
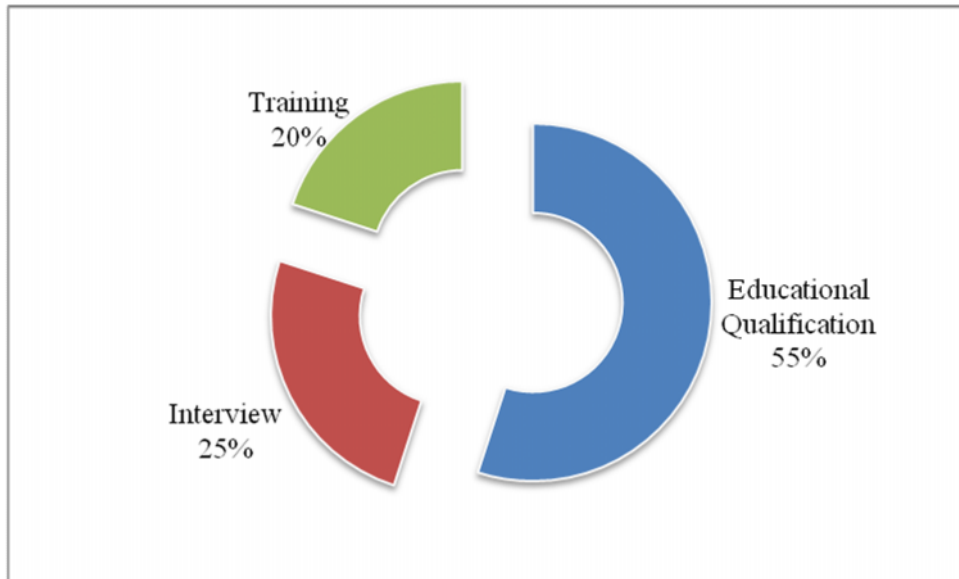
Sources: Researcher's field work, May, 2013

In relation to the above respondents were quizzed on whether academic qualifications, work experience, interviews and tests were considered for recruitment and selection of employees. 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 4.6 illustrates further.

Figure 4.6: Factors Considered before Recruitment
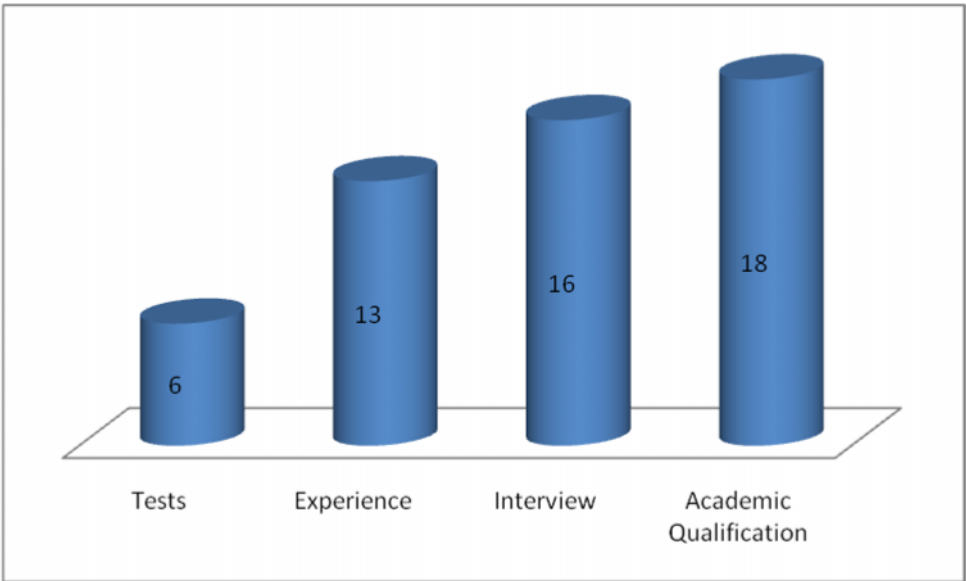
Sources: Researcher's field work, May, 2013

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 4.6 that responses are more than the number of respondents since respondents made multiple selections in relation to the question asked.

4.2.5   Challenges of Recruiting and Selection Practices

In the quest to find out from the HR department the challenges the department encounter in the recruiting and selecting of employee it was detected that one challenge facing recruitment and selection process at Ghana Post is the availability of key talents in the job market for specialized areas within the company. Twelve (12) respondents constituting 60% who shared this view stated that Ghana Post as an

institution needs key talents to help run the company and that is quite difficult to find in the job market. Seven (7) respondents representing 35% were of the opinion that another challenge facing Ghana Post in its recruitment and selection processes is competition from other institutions. Respondents explained that courier 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% was labour turnover. This respondent explained that most employees leave the institution shortly after being offered an appointment which goes a long way to affect the company as money has to be spent again in engaging recruiting and selection process as illustrated by Figure 4.7.

Figure 4.7: Challenges of Recruiting and Selection Practices
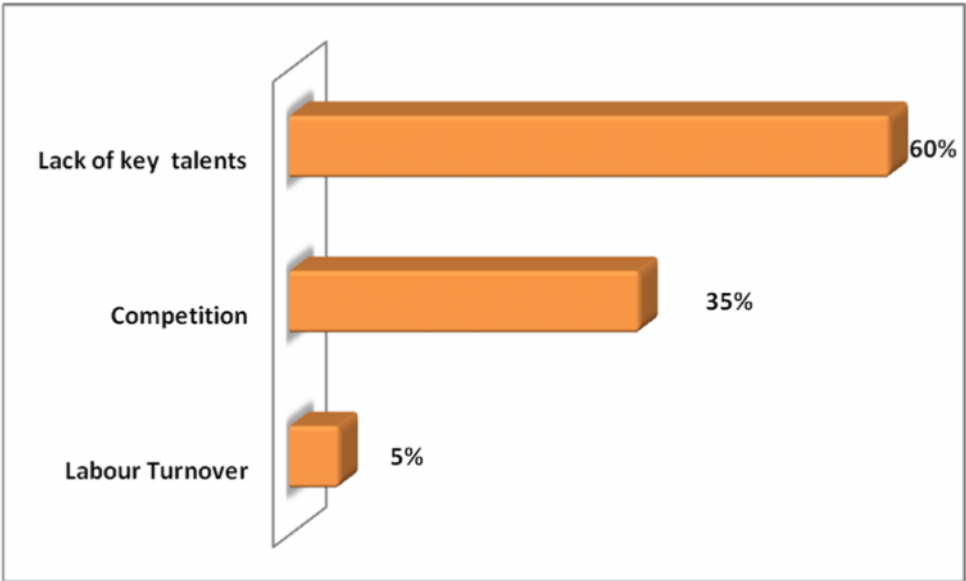
Sources: Researcher's field work, May, 2013

4.2.6   Factors to Improve Recruitment and Selection Practices

Figure 4.8: Factors to Improve Recruitment and Selection Practices
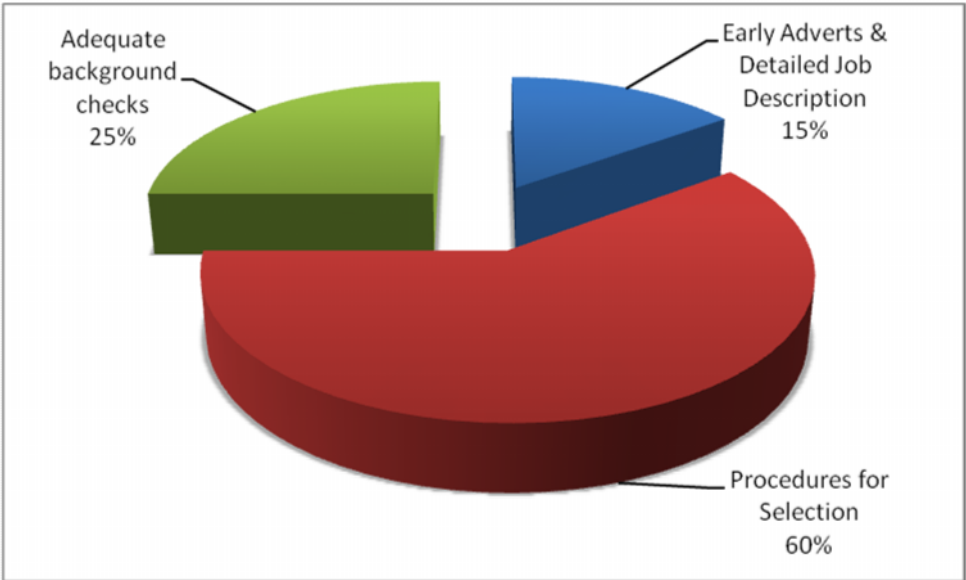
Sources: Researcher's field work, May, 2013

As demonstrated by Figure 4.8 above, three (3) respondents (representing 15%) 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 (representing 60%) 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 (representing 25%) 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 company.

4.3   Employees of other Departments

This section deals with staff of the various departments of the company other than the HR department, on recruitment and selection practices and its impact on workers. The analysis was done based on eighty (80) employees that belong to the other departments, but for the HR Department.

4.3.1   Formal Policy for Recruitment and Selection

The study indicated that all respondents agreed that Ghana Post 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 company has requirements whereby when one meets, the individual involved then is entitled to apply for the job; and the applicant should be of sound mind and of good character.

4.3.2 Effectiveness of Recruitment and Selection Practices

Figure 4.9: Effectiveness of Recruitment and Selection Practices
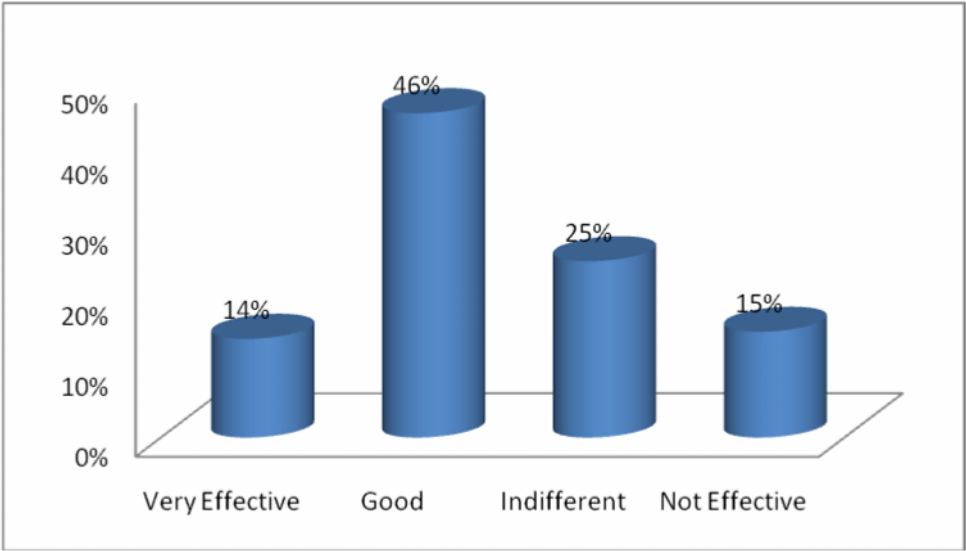
Sources: Researcher's field work, May, 2013

This study revealed that eleven (11) constituting 14% of the respondents were of the opinion that the selection and recruitment practices were very effective and that the right materials are employed for the company. Thirty seven (37) respondents (representing 46%) believed that the recruiting and selection practices were good; they further explained that the methods needed for the right person to be employed are used.

Twelve (12) respondents forming 15% were of the opinion that the recruitment and selection practices of the company 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 constituting 25% were however indifferent to the question that the recruitment and selection practices were effective or otherwise. Again, fifty nine (59) answered in the affirmative while twenty one (21) answered 'no' to the assertion that job vacancies are not made public.

4.3.3   Recruiting and Selection Methods

Figure 4.10: Recruiting and Selection Methods
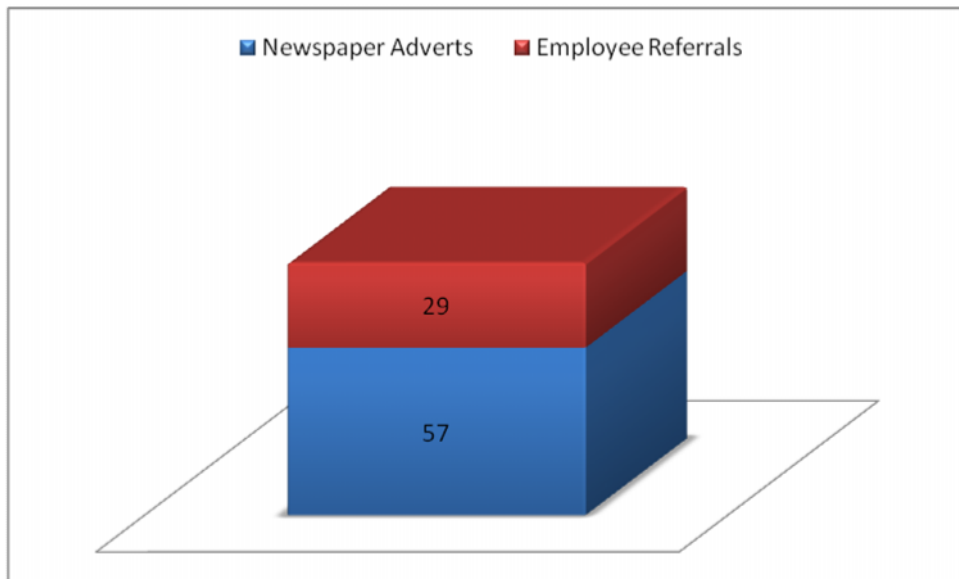
Sources: Researcher's field work, May, 2013

As illustrated by Figure 4.10 above, fifty-seven (57) respondents stated that the company uses newspaper adverts to advertise for job vacancies, preferable state owned newspapers; while twenty-nine (29) respondents stated that employee referrals are used in the selection of new employees.

4.3.4 How Respondents were Selected and Employed

Figure 4.11: How Respondents were Selected and Employed
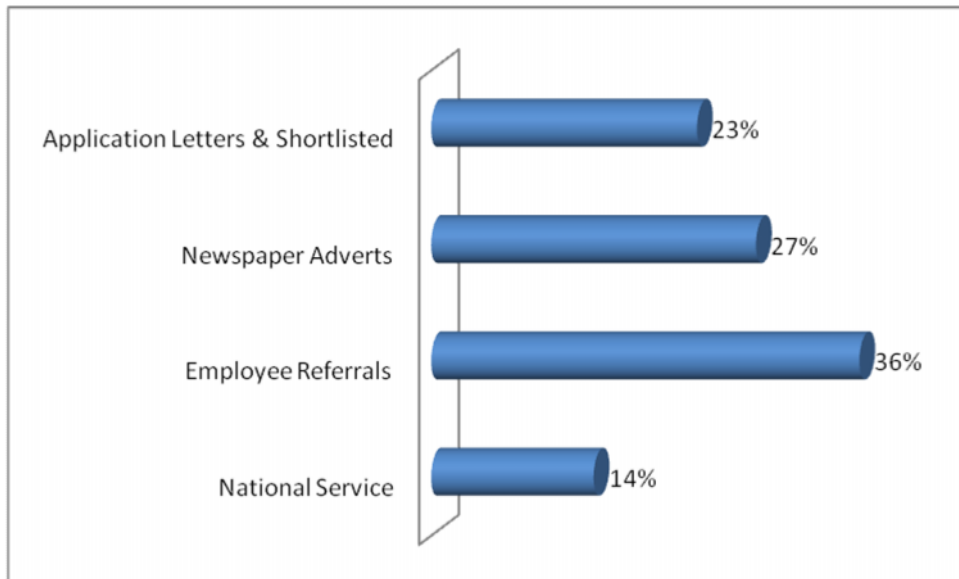
Sources: Researcher's field work, May, 2013

As illustrated above by Figure 4.11 eleven (11) representing 14% indicated that they 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.. Eighteen (18) respondents who constituted 23% of the population wrote application letters to the company, they were shortlisted and invited for an interview. Twenty two (22) respondents constituting 27% responded that they answered an advertisement in the dailies on positions that were vacant. 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 company which they applied for and were employed.

4.3.5 Recruitment and selection Practices and Performance

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. 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).

The study further indicated that 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.

4.3.6   Improving Recruitment and Selection Practices

The research showed that majority of forty six (46) respondents (58%) 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 company. Twenty-three (23) respondents (29%) 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 (14%) 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 as depicted by Figure 4.12 below

Figure 4.12: Improving Recruitment and Selection Practices
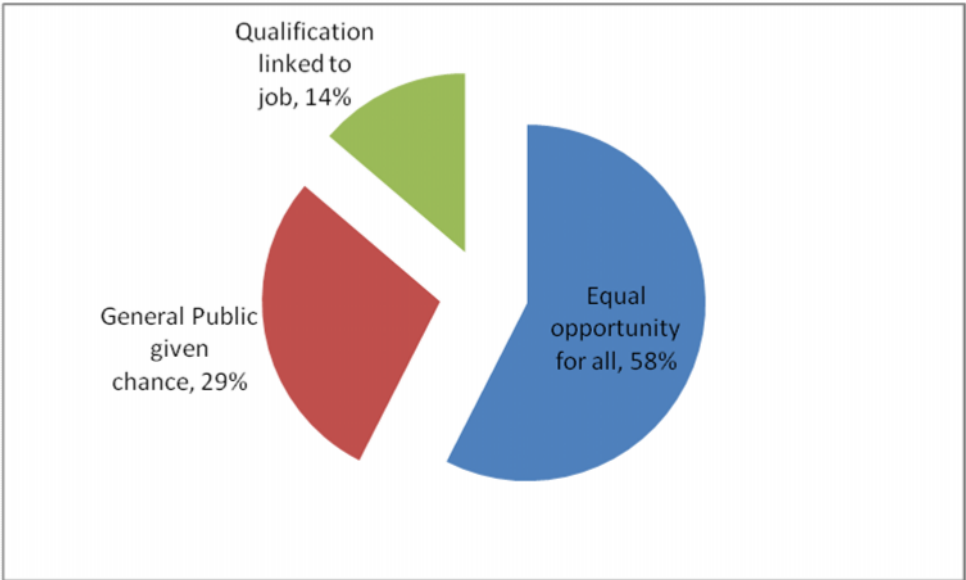
Sources: Researcher's field work, May, 2013

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDDATIONS

5.1 Summary of Findings

The following are the major findings from the study:

5.1.1 Recruitment and Selection Practices

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 Ghana Post. The research revealed that Ghana Post 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 company does not source for employees through agencies that help in recruiting people, albeit the company uses 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 company 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

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 company.

5.1.3 Recruitment and selection practices and performance

The study revealed that recruitment and selection practices have improved performance of employees and the company; 64% of respondents stated that the selection and recruitment process has helped them improve upon their performance at Ghana Post. It 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

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.

It was realized that Ghana Post is faced with other challenges in its recruitment and selection practices. The major challenge facing Ghana Post in its recruiting and selection practices is lack of key talents in the job market for specialized areas within the company. Ghana Post as a courier institution deals in activities which needs specialized skills in order to serve its customers and such skills from the study is lacking thereby affecting the performance of the company. Competition is another challenge facing Ghana Post in its recruiting and selection practices. The postal and courier market in the country is now very competitive thereby there is a rush for those with the experience and skills to help the various organizations 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 Ghana Post 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 company; thus, the challenge is therefore how to retain such employees once they are employed.

5.1.4 Ways to Improve Recruitment and Selection Practices

The analysis revealed that Ghana Post 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 company. Procedures such as educational or academic qualification, experience and interviews all help select the best of candidates for the company.

More so, it was realized that equal opportunities should be given to all applicants who apply for jobs at Ghana Post 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 calibre of candidates attracted. From the analysis, recruitment and selection is of prime importance to Ghana Post 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 Ghana Post 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 company.

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APPENDICES

Appendix 1 Questionnaire for Human Resource Department
This questionnaire is designed to gain understanding of recruitment and selection practices at Ghana Post Co. Ltd. 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 (X) the appropriate response to each of the question.

Section A: Personal Data

1. Sex Male [ ] Female [ ]

2. How long have you been working at Ghana Post?
   a. less than 5 year [ ] b. Between 6 – 10 years [ ] c. Above 10 years

3. Which of the qualifications below do you possess?
   a. HND [ ] b. 1st Degree [ ] c. 2nd Degree [ ] d. Others, Specify………………………..

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 the company outline job analysis (i.e. duties, responsibilities, skills etc required

   for a particular job) before advertising vacancies for employment?

   Yes [ ] No [ ]

7. Does Ghana Post 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) …………………………………………………..

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

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 company? 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 company 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 lead to the employment of competent staff? Yes [ ] No [ ]

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

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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?

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23. What are the challenges associated with Ghana Post recruitment and selection

practices?

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24. What factors will improve recruitment and selection practices of the company?

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Appendix 2 Questionnaire for Staff /Employees
This questionnaire is designed to gain understanding of recruitment and selection practices at Ghana Post. 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 (X) 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 5 year [ ] b. Between 6 – 10 years [ ] c. Above 10 years

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

7. Do you know whether the company 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 company 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 company? 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 Ghana Post?

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14. Have the recruitment and selection practices of Ghana Post affected your performance? a. Yes [ ] b. No [ ]

15. Explain answer

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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

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18. How can recruitment and selection practices at Ghana Post be improved?

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