



GLOBAL JOURNAL OF MANAGEMENT AND BUSINESS RESEARCH: A
ADMINISTRATION AND MANAGEMENT
Volume 16 Issue 11 Version 1.0 Year 2016
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

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GJMBR-A Classification: *JEL Code: L25*



THE IMPACT OF EFFECTIVE RECRUITMENT AND SELECTION PRACTICE ON ORGANISATIONAL PERFORMANCE: A CASE STUDY AT UNIVERSITY OF GHANA

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Abstract- One of the most significant developments in the field of organizations in recent times is the increasing importance given to human resource. People are vital to organizations as they offer perspectives, values and attributes to organizational life; and when managed effectively, these human traits can be of considerable benefits to the organization. As revealed in Djabatay (2012) this scenario lends credence to the increasing attention being paid to the people aspect of organizational wealth. This is so because the development of people, their competencies, and the process development of the total organization are the fulcrum of human resource management (Mullins, 1999; Djabatay, 2012). Similar to this development is the contention in National University of Ireland (2006) that the continued growth of the enterprise depends on its ability to recruit and select high quality personnel at all levels.

This study investigates the current recruitment and selection practices and their impact at University of Ghana. The Kendall's Co-efficient of Concordance (W) for the rankings of HR choice attributes as shown in table 4.10 below is 0.040. This means that the degree of agreement on a zero to one scale is 0.040. The degree of unanimity as measured by the W-statistics is about 4% since the score is zero for random ranking and 1 for perfectly unanimous ranking. Thus, to a large extent, there is agreement among respondents with regards to the rankings provided. The asymptotic distribution gave a significance level value of 0.000, which is less than 0.05. Thus, the null hypothesis (the rankings disagree) is rejected and the alternative hypothesis (the rankings agree) is accepted.

Keywords: human resource management, recruitment, application blank initial, preliminary interview.

1. INTRODUCTION

Recruitment and selection is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications (Walker, 2009). Some of the processes in selection include screening applications and resumes, testing and reviewing work samples, interviewing, checking references and background. Organizations use these processes to increase the likelihood of hiring individuals who possess the right skills and abilities to be successful at their jobs (Walker, 2009).

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However, most recruitment and selection processes have elements of biased judgment inherent in them. But treating job applicants in a professional and positive manner is more likely to leave them, whether they are successful or not, with a positive view of the organization and how it has dealt with the applicants (National University of Ireland, 2006).

The challenge for many researchers then have been to demonstrate how scientifically derived recruitment and selecting practices add value to organization's performance. Recruitment and selecting staff is expensive both in terms of time and money, and it is therefore important that the process is carried out effectively and efficiently so that the results in the appointment of a person would fits the job being occupied. Djabatay (2012).

a) Project research problem

Better recruitment and selection strategies result in improved organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to employ and retain satisfied employees. In addition, the effectiveness of an organization's selection system can influence bottom-line business outcomes, such as productivity and financial performance.

In Ghana and other parts of the world, recruitment and selection processes are practiced to some extent even though job placements in both public and private organizations are more or less affiliated to networking and political inclinations. Another worrying problem in recruitment and selection process is sexual harassment of female applicants. 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. Recruitment and selection process is vitally important to any organization, eager of attracting and appointing qualified personnel. Getting the right people in the right place at the right time doing the right job is an essential element of recruitment and selection process which can affect the performance of the organization. The researcher has observed that, at University of Ghana,

many people with different qualifications, work experiences and culture background are those who normally apply when vacancies have been declared. Impression of biasness on the side of applicants who were not selected is then label against the management. Hence the need to ascertain the impact of effective recruitment and selection practices on performance at University of Ghana.

b) Case Organization: University of Ghana

The University was founded in 1948 as the University College of the Gold Coast on the recommendation of the Asquith Commission, on Higher Education in the then British colonies. The Asquith Commission, which was set up in 1943 to investigate Higher Education, recommended among other things, the setting up of University Colleges in association with the University of London. This was followed up by a number of separate Commissions in different regions. The West Africa Commission was under the Chairmanship of the Rt. Hon. Walter Elliot. The Elliot Commission published a majority report which recommended the establishment of two University Colleges in the Gold Coast (Ghana) and Nigeria, and a minority report which held that only one University College for the whole of British West Africa was feasible. The British Government at first accepted the minority report of the Elliot Commission and decided that a University College for the whole of British West Africa should be established at Ibadan in Nigeria. But the people of the Gold Coast could not accept this recommendation. Led by the scholar and politician, the late Dr. J.B. Danquah, they urged the Gold Coast Government to inform the British Government that the Gold Coast could support a University College. The British Government accordingly reviewed its decision and agreed to the establishment of the University College of the Gold Coast.

II. ORIENTATION

a) Literature Review

The literature review is a summary of subject field that support the identification of specific research questions (Rowley & Slack: 2004). It is the main body of the study that enabled the researcher to gain the detailed understanding of the topic and to develop the questionnaires that will aid data collection and analysis. This chapter provides a theoretical review of the literature on the impact of effective recruitment and selection practice on organizational performance and therefore justifies the need for this study.

i. Recruitment

Recruitment according to Wehrich and Koontz (1994), involves attracting of candidates to fill the positions in an organizational structure. Recruitment As explained by Opatha (2010) is the process of finding and attracting suitably qualified people to apply for job

vacancies in the organization. It is a set of activities an organization uses to attract job candidates who have the needed abilities and attitudes. Recruitment is the process of generating a group of qualified applicants for organizational job vacancies. However, Stonner, Freeman and Gilbert (2000) stated that the purpose of recruitment is to provide a group of candidate that is large enough to let managers select the employees they need. Before recruiting begins, the position's requirements which should relate to the task must be clearly identified.

ii. Methods and Sources of Recruitment

Flippo (1984) opined that the sources of employees can be classified into two types, internal and external.

The methods of recruiting will depend upon the source of recruitment the organization intends to utilize (Ejiofor 1989). Where an organization decides on a policy of recruitment from within, then the methods of recruitment will include job posting on public boards in order to inform all employees and so allow open competition; the secret review of the records of employees and giving the jobs to chosen employees; and finally, announcement to employees and unions that there are vacancies and that new hands will be welcome. Employees and unions are then in a position to inform friends, relations and colleagues. These methods of recruitment will work well for filling low-paid positions in the organization.

It is often argued that a policy of internal recruitment is superior to a policy which looks outside the boundaries of the organization because it allows individual development. Employees, it is said, have a right to advance in their jobs and therefore should be given first consideration when job occur. Filling a job opening from within the firm has the advantages of stimulating preparation for possible transfer or promotion, increasing the general level of morale, and providing more information about job candidates through analyses of work histories within the organization. An internal search of the computer personnel data bank can flag personnel within minimum qualifications for the job opening. Such system is more compatible with adapting the organization to the needs of individuals.

A job posting system has a number of advantages. From the view point of the employee, it provides flexibility and greater control over career progress. For the employer, it should result in better matches of employee and job, in addition to meeting requirements for equal opportunity for advancement of all employees (Flippo 1984).

While this argument is generally valid, it is well to remember that occasions often arise when existing employees do not possess the skills for the required tasks, or when giving them such skills will entail

considerable costs to the organization. It has been argued that, no matter how much a company may design its manpower requirements to take account of internal skill developments, it still becomes necessary to bring in new talents into the organization through external recruitment. Details of these sources are discussed below;

- a. *Advertisement*: is the most common form of external sources of recruitment. Organizations advertise vacant position on both electronic print and media to access a larger pool of applicants. As cited by Nel et al. (2009:226), an advertisement has communication as its basic underlying principle and it should be worded in a manner that triggers responses from job seekers. Recruiters should formulate the wording of advertisements in a manner that is not discriminatory.
- b. *E-Recruitment*: or online recruitment uses web-based tools such as a firm's public internet site or its own intranet to recruit staff. The processes of e-recruitment consist of attracting, screening and tracking applicants, selecting, and offering jobs or rejecting candidates. Cappelli (2001) has estimated it that it costs only about one-twentieth, as much to hire someone online.
- c. *Employment Agencies*: Employment agencies, sometimes referred to as labour brokers, even though they can face criticism from labour unions in Ghana, tend to be fast and efficient in recruiting applicants for specialized positions. For a fee collected from either the employee or the employer, usually the employer, these agencies do some preliminary screening for the organization and put that organization in touch with applicants. Private employment agencies differ considerably in the level of service, costs, policies, and types of applicants they provide. Employers can reduce the range of possible problems from these sources by giving a precise definition of the position to be filled (Sims, 2002).
- d. *Labour Offices*: are sources of certain types of workers. In some industries, such as construction, unions have traditionally supplied workers to employers. A labor pool is generally available through a union, and workers can be dispatched to particular jobs to meet the needs of the employers. In some instances, the union can control or influence recruiting and staffing needs. An organization with a strong union may have less flexibility than a nonunion company in deciding who will be hired and where that person will be placed. Unions also can work to an employer's advantage through cooperative staffing programs, as they do in the building and printing industries (Keshav, 2013).

- e. *Employee Referrals*: An employee referral program is a system where existing employees recommend prospective candidates for the job offered, and in some organizations if the suggested candidate is hired, the employee receives a cash bonus. Under this method, a candidate is appointed on the recommendation of some currently working employees. Hence, the HR managers of various companies depend on the present employees for reference of the candidates for various jobs. This source reduces the cost and time required for recruitment. Further, this source enhances the effectiveness of recruitment. HR managers offer various incentives/rewards including cash incentives to the current employees for referring the best candidates (Rajarao, 2010).

- f. *Educational and Training Establishments*: Managers of organizations may visit educational institutions such as universities and colleges to attract top students, especially during their final years of study to apply for vacant positions. This method of recruitment is also referred to as campus recruiting and is one of the cheapest methods of recruitment. It introduces final year students to the institution. The recruiter normally makes a presentation to final year students and invites desirable students to visit public institutions exposing them to different areas within the organization (Nel et al., 2009:227).

iii. Selection

Stonner, Freeman and Gilbert (2000) see the selection process as the mutual process whereby the organization decides whether or not to make a job offer and the candidate decides whether or not to accept it. In the view of Ejiofor (1989), selection is the process of choosing from the pool of potential employees available those jobs in terms of qualified job and organization requirements. Mondy (2010: 136) refers to selection as 'the process of choosing from a group of applicants those individuals best suited for a particular position in an organization'. One thing that stands apparent from the above is that, selection is typically made from among many applicants that have applied for positions and meet the organization requisite.

iv. The Process of Selection

Flippo (1984) sees selection process as hiring procedure. According to him, in the hiring procedure varying methods are used to discover significant information about an applicant, which can then be compared with the job specification. He is of the opinion that there is no standard procedure adopted by all firms, the following is an example of a popular method:

Initial or preliminary interview: This initial interview is usually quite short and has as its objective the elimination of the obviously unqualified. In many instances it is a standing interview conducted at a desk or railing.

The more obvious facts and impressions are the type generally obtained in an interview. Appearance and facilities in speech are evaluated. Applicants are often asked why they are applying for a job with this particular organization. Salary requirements are ascertained.

An idea of education and experience can be obtained by knowing the time applicants finished in school and the names of job previously held. Many firms do not bother to initiate any paper work at this early stage. If the applicant appears to have any chance of qualifying for existing job openings, he or she is given the application blank to complete.

Application Blank- One of the general principles of hiring procedures is to assign each step information objectives that can be best obtained by the methods of that particular step. Factual information should be obtained by means of an application blank. We should not automatically assume that all information written on the blank by the applicant is correct.

References: The purpose of the reference check is to obtain information about past behaviour of applicants and to verify the accuracy of information given on the application blank. Cole (2005) expressed that most public sector organization take up references before short listed candidates are called for interview; while private sector organization tend to take them up after the candidate has been interviewed and a provisional offer of appointment made. The most common method of checking was a combination of letters and telephone calls. Letters of reference carried by the applicant are of little value; one knows what is in them.

Psychological Tests: The next step in the procedure outlined above is that of testing. Most of the larger companies that can afford to have a more detailed and accurate selection procedure do utilize some form of employment testing. It is the smaller company that frequently does not bother with tests, but places great reliance upon the interview.

Interviewing: Interviewing is probably the most widely used single method of selection. A substantial amount of subjectivity, and therefore/ unreliability, is to be expected from interviewing when used as a tool of evaluation. One human being is evaluating another in somewhat strained and artificial circumstances. The specific sources of unreliability are several in numbers. First, the interview is allocated information objectives that cannot be obtained otherwise; this it deals with intangible goals such as assessing leadership role fit, and inner motivation. Secondly, much research of specific sources of subjectivity has demonstrated the following: (1) those interviewed immediately after the candidates are appraised more favourably; (2) excessive weight is given to unfavourable information, with only one negative item leading to rejection in about 90 percent of the cases in one study; (3) interviewer

stereotyping exists with more females recommended for such jobs as editorial assistant and more males for personal technician; (4) interviewers sometimes make a decision very early and conduct the rest of the interview searching for substantiating information; (5) when favourable information is received to unfavourable, the applicant fares better; (6) the greater the number of job vacancies the more favourable the applicant evaluation and, (7) interviewers are often affected by appearance and non-verbal clues having little to do with job performance.

Approval by the Supervisor: Following the outlined procedure, we should now be of the opinion that a candidate who has successfully completed all steps thus far should be hired. At this point in the process, a third interview is conducted. The information objectives of this interview may well overlap those of the preceding one. This overlap is not undesirable for at least two reasons. First, the organizational relationships often require that the supervisor be given the right to pass upon personnel; otherwise he or she cannot be held accountable for their performance. Secondly, the qualities that are generally appraised in an interview are highly intangible, such as personality, ability to get along with others and leadership potential. In such matters, it is helpful to have an appraisal by both the staff employment interviewer and the supervisor, who is better acquainted with the actual Job conditions and the type of personnel at present in the department.

Physical Examination: The physical examination is an employment step in most businesses. It can vary from a very comprehensive examination and matching of an applicant's physical capabilities to job requirements, to a simple check of general physical appearance and well-being. In the hiring procedure, the physical examination has at least three basic objectives. First it serves to ascertain the applicant's physical capabilities. Can the applicant work standing up? Is his or her eye sight sufficiently keen to meet the job requirement?

The second objective of the examination is to protect the company against unwarranted claims under workers' compensation laws, or against lawsuits for dangers.

v. 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.

III. METHODS AND ANALYTICAL TOOLS

The study employed descriptive, cross-sectional survey design. The target population was the human resource management. A total sample of 300 was taken from the target population. The study employed a non-probabilistic sampling technique, precisely purposive sampling. The study area is constituted by different locations within the study area. These locations of the various faculties were considered as strata in the population and respondents were

selected purposively. Data for the study was obtained by the administration of a questionnaire. The questionnaire had two sections. The first section consisted of demographic information such as age, and marital status of respondents. The second section dealt with satisfaction factors that predict workers who can perform at a high level and demonstrate commitment.

The study makes use of the logistic regression model. Logistic regression is based on binomial probability theory. It is a mathematical modeling approach used in describing the relationship of several independent variables to a dichotomous dependent variable or a limited dependent variable. Binary Logistic regression is a prognostic model that is fitted where there is a dichotomous/binary dependent variable like in this instance where the researcher is interested in whether human resource management is satisfied, or not. Usually, the categories are coded as "0" and "1" as it results in a straightforward interpretation. Normally the category of interest also affectionately referred to the case is typically coded as "1" and the other group is also known as a "non-case" as "0". In this work HR satisfaction, "case", will be denoted by 1 and if HR is dissatisfied "non-case" will be denoted by 0.

According to Harrell (2001), the formula for a logistic regression model is given by;

$$\pi(x_i) = P(y_i = 1: x_i) = [1 + \exp(-X^T \beta)]^{-1}$$

where, $y_i = \begin{cases} 1, & \text{if HR is satisfied} \\ 0, & \text{if HR is not satisfied} \end{cases} \quad i = 1, 2, \dots, n$

$$X^T \beta = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \dots + \beta_{p-1} x_{p-1}$$

$$\beta_{p \times 1} = \begin{bmatrix} \beta_0 \\ \beta_1 \\ \vdots \\ \beta_{p-1} \end{bmatrix}, \quad X_{p \times 1} = \begin{bmatrix} 1 \\ X_1 \\ \vdots \\ X_{p-1} \end{bmatrix}, \quad X_{ip \times 1} = \begin{bmatrix} 1 \\ X_{i1} \\ \vdots \\ X_{i,p-1} \end{bmatrix}$$

where x_1, x_2, \dots, x_k are independent variables

β_0 is the coefficient of the constant terms

$\beta_1, \beta_2, \dots, \beta_{p-1}$ are the coefficient of p independent variables

$\pi(x_i)$ is the probability of an event that depends on p – independent variables

Since $\pi(x_i) = [1 + \exp(-X^T \beta)]^{-1}$

$$\begin{aligned} &= \frac{1}{1 + \exp(-X^T \beta)} \\ \Rightarrow 1 - \pi(x_i) &= \frac{1}{1 + \exp(-X\beta)} \\ &= \frac{[1 + \exp(-X^T \beta)] - 1}{1 + \exp(-X^T \beta)} \\ &= \frac{\exp(-X^T \beta)}{1 + \exp(-X^T \beta)} \end{aligned}$$

$$\Rightarrow \frac{\pi(x_i)}{1 - \pi(x_i)} = [\exp(-X^T \beta)]^{-1}$$

$$\text{Thus, } \ln\left(\frac{\pi(x_i)}{1 - \pi(x_i)}\right) = \text{logit}[\pi(x_i)]$$

$$= X^T \beta$$

Furthermore, Kutner, Nachtsheim, Neter, and Li (2005) stated that since the dependent variable is dependent and can take values 1 and 0 with probabilities $\pi(x_i)$ and $1 - \pi(x_i)$ respectively, Y follows a Bernoulli distribution with $(Y) = \pi(x_i)$.

$$\text{Thus, } Y_i = \pi(x_i) + \varepsilon_i$$

$$E(Y_i) = \pi(x_i)$$

$$= [1 + \exp(-X^T \beta)]^{-1}$$

$$= \frac{1}{1 + \exp(-X^T \beta)}$$

$$P(Y_i = 1) = \pi(x_i)$$

$$P(Y_i = 0) = 1 - \pi(x_i)$$

The probability density function can be presented as

$$f_i(Y_i) = \pi(x_i)^{Y_i} [1 - \pi(x_i)]^{1-Y_i}, \quad \text{for } Y_i = 0, 1, 2, \dots, n$$

The Y_i 's are assumed to be independent and thus, the joint probability function is given by

$$g(Y_1, \dots, Y_n) = l(\beta) = \prod_{i=1}^n f_1(Y_i)$$

$$= \prod_{i=1}^n \pi(x_i)^{Y_i} [1 - \pi(x_i)]^{1-Y_i}$$

Where β is a vector of unknown parameters

IV. RESULTS AND ANALYSIS

A total of 300 HR personnel completed the questionnaire on satisfaction factors that predict workers who can perform at a high level and demonstrate commitment.

Table 1 summarizes the socio-demographic information of the respondents. From the Table 1, 142 of the respondents representing 47.3% were males

whereas 158 representing 52.7% were females; in which majority of people who responded to this questionnaire are between 30 and 35, followed by 36 and 45. This means that close to 94% = (61.3 + 32.7) of the time, views leading to conclusions drawn from this research could be attributed largely to HR of that age group. The analysis further indicated that out of the total 300 respondents, majority of them which represent 24% were single whiles the rest 76% were married.

Table 1: Demographic information of the participants (n=300)

Variables	Frequency	Percentage
Gender		
Male	142	47.3
Female	158	52.7
Age		
30-35	184	61.3
36-45	98	32.7
46-56	18	6.0
Marital Status		
Never married	84	24.0
Married	266	76.0

Source: Field Data, 2016

Figure 1 below shows how satisfied HR's are with the services provided by workers who can perform at a high level and demonstrate commitment. About 50 of the respondents indicated that they are highly

satisfied, 122 were satisfied, 44 were neutral, 56 were dissatisfied and finally, 28 of them were highly dissatisfied.

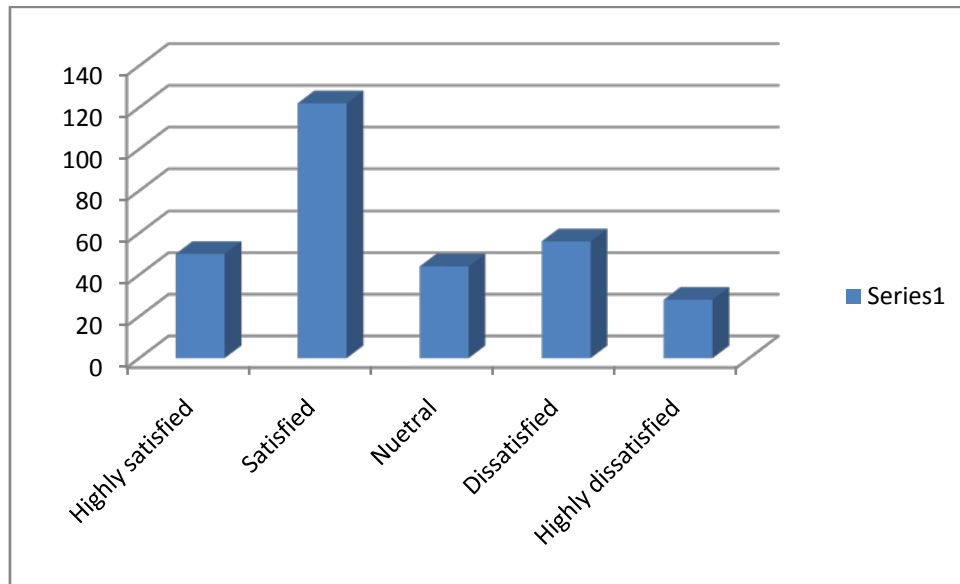


Figure 4.1: Respondents Satisfaction with HR and Services

Definition of Variables

- X1= Initial or preliminary interview
- X2= Application Blank
- X3= References
- X4= Psychological Tests

- X5= Interviewing
- X6= Approval by the Supervisor
- X7= Physical Examination

Table 4.4: Logistic Regression Estimates of Factors that Predict HR's Satisfaction

	B	S.E.	Wald	df	Sig.	Exp(B)	95% C.I. for EXP(B)	
							Lower	Upper
X1	-0.037	0.255	0.021	1	0.886	0.964	0.584	1.590
X2	-0.737	0.211	12.247	1	0.000	0.795	0.570	1.108
X3	-0.230	0.169	1.838	1	0.175	0.479	0.317	0.723
X4	0.755	0.258	8.542	1	0.003	2.128	1.282	3.531
X5	-0.845	0.197	18.348	1	0.000	0.430	0.292	0.632
X6	-0.980	0.255	14.735	1	0.000	2.665	1.616	4.396
X7	-0.107	0.205	0.274	1	0.600	1.981	1.093	3.588
Constant	5.033	2.499	4.055	1	0.044	0.007		

Source: Field Data, 2016

Table 4.4 gives the information about the contribution or importance of each predictor variables. The test that is used here is known as the Wald test and the test statistic for each predictor variable is shown in the column labeled Wald. The significance of the Wald statistic for each independent variable indicates the overall factors predicting HRs' satisfaction provided by workers who can perform at a high level and demonstrate commitment and services ($P < 0.05$). The

significance of the variables is assessed by the p-value (represented in the table by "sig."), the Wald's statistic value or the odd ratios represented by $Exp(\beta)$.

From the table, the Wald statistics and the significance level shows that 4 out of the 7 independent variables namely; "X2 (Application Blank)", "X4 (Psychological Tests)", "X5 (Interviewing)" and "X6 (Approval by the Supervisor)" were significant to the

prediction of satisfaction. This is because they had p-values values of less than 0.05 (sig. in Table 4.6).

Thus the logistic function is given by the equation (1) below:

$$P(\text{Satisfaction}) = \frac{1}{1 + e^{-(5.033 - 0.737X_2 + 0.755X_4 - 0.845X_5 - 0.980X_6)}}$$

Furthermore, the odd ratio ($Exp(\beta)$) for the significant factors, shows the increase (or decrease if the ratio is less than one) in odds of being in one outcome category (satisfied or not satisfied) when the value of the predictor increases by one unit. From table 4.6, the odds or risk of HR being satisfied, is 0.795 for X2. This indicates that, the risk of HR being satisfied is 0.795. For X4, the odd ratio of 2.128 indicates that the risk of HR having satisfaction with psychological tests

2.128 times more likely to derived satisfaction as compared with those not having psychological tests, all other factors being equal. For X5, the odd ratio of 0.430 indicates that the risk of HR satisfaction is 0.430 times higher for HR than for HR who does not have access to interviewing, all other factors being equal. Furthermore, for X6, the odd ratio of 2.665 indicated that the risk of HR deriving satisfaction is 2.665

The next output table seeks to rank five (4) attributes that influence HR's choice. The attributes were ranked by HR on a scale of 1 – 5, with 1 being the least important and 5 the most important. The order in which HR ranked the attributes came out as shown in Table 4.9 below. (Note: Mean importance is calculated with the values of 1 for least important and 5 for most important. Hence, a higher mean indicates a greater importance).

Table 4.9: Relative Importance Rankings by HR for Choice Attribute

	Mean Rank
Application Blank	3.15
Psychological Tests	3.07
Interviewing	2.66
Approval by the Supervisor	3.39

Source: Field Data, 2016

Table 4.9 above shows the various mean ranks of respondents on the factors that influence their choices It can be seen that “approval by the supervisor” recorded the highest mean, followed by “application

Blank”; “psychological tests” and “interviewing” in that order.

The next output table shows whether or not HR differentiates between these various choice attributes.

Table 4.10: Kendall's Coefficient of Concordance for HR Choice Attribute

Test Statistics	
Kendall's W	0.040
Chi-Square	55.329
Df	4
Asymp. Significance	0.000

Source: Field Data, 2016

The Kendall's Co-efficient of Concordance (W) for the rankings of HR choice attributes as shown in table 4.10 above is 0.040. This means that the degree of agreement on a zero to one scale is 0.040. The degree of unanimity as measured by the W-statistics is about 4% since the score is zero for random ranking and 1 for perfectly unanimous ranking. Thus, to a large extent, there is agreement among respondents with regards to the rankings provided. The asymptotic distribution gave a significance level value of 0.000, which is less than 0.05. Thus, the null hypothesis (the rankings disagree) is rejected and the alternative hypothesis (the rankings agree) is accepted.

V. IMPLICATIONS AND RECOMMENDATIONS

In view of the research findings as well as one of the purposes of this work, the researcher made the following recommendations on the ways to improve recruitment and selection practices at University of Ghana:

- Since the analysis revealed that University of Ghana has policies and practices with regards to recruiting and selection of employees, the following were given to help improve upon such practices, the procedure for recruiting and selection should be strictly followed in order to ensure that the right employees are provided for the college. Procedures such as educational or academic qualification,

experience and interviews all help select the best of employees for the college.

- In addition, all applicants must be given equal opportunities; issues of favouritism should be avoided while giving the chance to all. Employee referrals though a good idea should be minimized since it gives room to favouritism and at times employment of individuals who might not contribute meaningfully to organizational output.
- Moreover, in 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.
- Finally, to help the employees to give off their best, the human resource department should appraise them regularly since this will always keep them on their toes to give off their best and help improve performance.

VI. CONCLUSION

In spite of few challenges realized with recruitment and selection practices at University of Ghana, these measures have been effective in the selection of employees for the University, even though much needs to be done to enhance it. Recruitment and selection of employees to a greater extent determines the performance of an organization and it is of great importance if organizations want to achieve their goals.

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