

**AN INVESTIGATION INTO THE RECRUITMENT
AND SELECTION PROCESS
OF EMPLOYEES AT STANBIC BANK GHANA LIMITED**

by **KNUST**

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of**

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DECLARATION

I hereby declare that this submission is my own work and it is towards the attainment of MBA and that, contains no material previously published by another person or material which has been accepted for the award of any other degree of the university, except where due acknowledgement has been made in the text.

Juliana Abilla  08-10-09

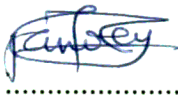
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ABSTRACT

Recruiting and selecting the right people is paramount to the success of an organization and its ability to retain a workforce of the highest quality. This recruitment and selection process is set to ensure as far as possible, that the best people are recruited on merit and that the recruitment process is free from bias and discrimination.

Recruitment is the process of generating a pool of capable people to apply for employment in an organization. Selection is a means whereby managers and others use specific instruments to choose from a pool of applicants a person or persons most likely to succeed in the job, given managerial goals and legal requirements. In other words, recruitment and selection are means whereby people who have the requisites assets in knowledge, skills, and others are brought into the organization.

The main objective of the study was to research into the recruitment and selection processes at Stanbic Bank. The study was an explanatory or descriptive type which was aimed at examining the recruitment and selection process at Stanbic Bank. Both primary and secondary data were used in conducting the research. A stratified sampling method was used to get employees into managers and workers and an overall of two hundred respondents were targeted but one hundred and twenty responses were collected representing sixty percent responses rate.

It was found out that internal recruitment was considered before any other recruitment which is a confirmation of the recruitment policy. Advertisement was done to attract external recruitment and information was gotten by word of mouth, print media such as Daily Graphic and Ghanaian Times, recruitment agencies and the Internet.

The Selection process begins with preliminary screening, to shortlist applicants and an application form is completed. A test is conduct followed by an interview, which is done either one on one or by panel depending on the level.

It is recommended that the recruitment policy should be revised yearly to attract modern recruitment and selection procedure and recruitment policy should be made known to applicants. Another recommendation was that full records of the whole selection process especially rejected applicants and the reasons for their rejection were to be made for future references.



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KNUST



TABLE OF CONTENTS

TITLE	PAGE
DECLARATION	i
ABSTRACT	ii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER ONE: INTRODUCTION	1
1.0 Background of the study	1
1.1 Statement of the problem	5
1.2 Objective	6
1.3 Research questions	7
1.4 Significance of the study	7
1.5 Scope of the study	8
1.6 Limitations of the study	8
1.7 Methodology	9
1.8 Organization of the study	10
CHAPTER TWO: LITERATURE REVIEW	11
2.0 Introduction	11

2.1 Recruitment policy	14
2.2 Recruitment and selection	15
2.3 Recruitment process	15
2.4 Internal recruitment	24
2.5 Sources of internal recruitment	25
2.6 External recruitment	28
2.7 Sources of external recruitment	28
2.8 The selection process and methods	32
2.9 Effectiveness of selection process	38
2.10 Job offer	39
2.11 Employment induction	39
2.12 Conceptual framework	40
CHAPTER THREE: METHODOLOGY	43
3.0 Introduction	43
3.1 The study Design	43
3.2 Sources of Data	43
3.2.1 Primary Data	44
3.2.2 Secondary Data	44
3.3 Population	44
3.3.1 Sampling Technique	44

3.3.2 Sample Size	45
3.4 Data collection	45
3.4.1 Structured Questionnaire	45
3.4.2 Interview guide	45
3.4.3 Discussion	46
3.5 Data Analysis	46
3.6 Background information of Stanbic Bank Ghana Limited	46
3.7 Objectives of the Bank	47
3.8 Activities of the Bank	48
3.9 Constraints of the work	48
CHAPTER FOUR: PRESENTATION AND DISCUSSION OF RESULTS	
4.0 Introduction	49
4.1 Analysis of recruitment and selection policy	49
4.2 The recruitment process at Stanbic Bank Ghana Limited	52
4.2.2 Means of advertisement	53
4.2.3 Perception of recruitment Process	54
4.3 The selection process and methods	55
4.3.1 Perception on recruitment qualification	56
4.3.2 The selection methods used	58

4.3.3 The atmosphere during the interview	59
4.4 Environmental factors that influence	60

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMEDATIONS

5.0 Preamble	67
5.1 Summary	68
5.2 Conclusion	71
5.3 Recommendations	72
5.4 References	75

LIST OF TABLES

Table 4.1 Knowledge of Recruitment Policy	51
Table 4.2 How Respondents had information about Recruitment and selection	53
Table 4.3 The Perception of Respondents about Recruitment Process.	54
Table 4.4 Perception on Recruitment	56
Table 4.5 Methods of Selection Process	58
Table 4.6 Atmosphere during the Interview.	60
Table 4.7 Environmental Factors that Affect Recruitment and Selection Process	61
Table 4.8 Evaluation of effectiveness of the selection process	63

LIST OF FIGURES

Fig 2.1 Recruiting Process	24
Fig 2.2 A Systematic Approach to Recruitment and Selection	41
Fig. 4.1 Knowledge of recruitment policy	51
Fig. 4.2 How respondents had information about recruitment	53
And selection process	
Fig. 4.3 The perception of respondents about recruitment process	55
Fig. 4.4 Perception on recruitment	57
Fig. 4.5 Method of selection process	59
Fig. 4.6 Atmosphere during the interview	60



CHAPTER ONE

INTRODUCTION

1.0 Background of the Study

The success or failure of every organization depends on its human resources this is buttressed by Beach that human resources of most organisations are viewed as their most important asset. The success or failure of the organisation is properly determined by the calibre of its workforce and by the efforts the workforce exerts. Therefore the policies and programmes an organisation adopts to meet its manpower needs are of vital significance. Beach (1985).

As a result of globalisation and enhanced customer expectations in today's business environments, competitions among organizations have become more intensive Newell (2005).

In order to respond, organizations need to attract and retain high-quality individuals who can respond effectively to this changing environment Newell (2005). This is because if wrong personnel are hired for certain jobs, they will not contribute to organizational success, and may even damage the organization in terms of lower productivity, potential loss of clients, training costs, advertising costs, recruitment fees and redundancy packages Smith and Graves (2002).

Often the analysis of manpower needs reveals a shortage of specific skills such as certain specialised engineers, scientists or middle –level managers. In such cases, the personnel executive must identify potentially good sources of supply and then efforts must be made to attract likely candidates to the organisation.

The selection programme should be professionally designed and among other considerations, special care should be taken to ensure compliance with equal employment opportunity regulations.

According to Bratton and Gold (2003) recruitment is the process of generating a pool of capable people to apply for employment to an organisation. The ease or difficulty of recruiting depends upon such factors as economic conditions, the job in question, and the reputation of the organisation and the urgency of filling the job opening. Though recruiting does not guarantee that the best candidates will be selected, however, haphazard or casual recruiting frequently results in few good candidates to choose from.

Selection is 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, given management goals and legal requirements Bratton and Gold (2003). Selection implies that some applicants will get hired, others will not. In other words, recruitment and selection are means whereby people who have the requisite assets in the form of skills, knowledge etc. are brought into the organisation. Recruitment planned in advance is about so much more than just filling of positions. Often, it is also a tool to absorb new ideas and new thinking. Organizations, struggling with setbacks for example, will be very successful if a person with new or good ideas starts to work there. It is therefore very important to be aware of the control and different steps involved in the recruitment and selection process.

Recruitment cannot start until we have a proper specification of the job to be performed and a clear idea of the qualifications and personnel qualities required of the person to do the job.

In our part of the world environmental factors may have an influence on the recruitment and selection processes of the organisations. The factors may be social, political, religious, economic and cultural. Recruitment into an organisation is done on the basis of allotting or ascribing certain abilities to those who belong to certain families or clans or groups. Whenever such abilities are required, these are called upon. In this case, recruitment is done on the basis of a person's background, by virtue of that distinctive feature; he is marked as qualified irrespective of the fact that he may not actually be qualified. The people almost invariably fail to perform their duties well and often lead to the collapse or low productivity of most organisations. This depicts the nature of the socio-cultural environment of a country which permeates into almost all sectors of the economy.

Again in most situations, political interference in appointment results in the poor performance of tasks assigned to employees. It is also observed that organisations are unable to make headway because of inexperienced and inefficient people appointed due to political party affiliation to manage and control affairs. For example a chief accountant may be placed in a position even though has no or little accounting background. In most instances where there are political interference in recruitment and appointment, the people do not possess the requisite qualification or experience to perform the task assigned them. This in one way or the other has negative effect on productivity. In additions, this may result to inefficiency in that the persons recruited may find it difficult to perform their functions well because the presence of ability to perform these functions is not tested for by actual performance. Secondly officials find it difficult to point out mistakes or question certain behaviour of those recruited because they belong to the same group and fears it might bring some form of conflict among members of the group. This tends to collapse or adversely affect the smooth

running of the organisation leading to low productivity. This is usually the case most especially among classmates and people of the same tribe.

Political interference in recruitment again is a common feature in the operations of most organisations in Ghana. The organisations especially the public corporation and of late the private ones have become asylums for political favourites. Senior and junior posts are gradually filled with people better known for their political loyalty. Such a course of action has adverse repercussions on efficiency.

According to a journal by Hacker (1997), a poor recruitment decision can cause an employer an amount equal to 30 per cent of the employee's first year earnings. Bratton and Gold (2003) continuous to say that organisations will need to ensure the effectiveness of their recruitment and selection procedures, since they might be critical in decision-making processes for organisations. For example in Ghana, organisations such as The Ghana Armed Forces has for some time past have recruited and selected the right calibre of officers into their system. This has accounted for the efficient performance of Ghanaian soldiers on United Nations Peace-keeping operations therefore placing Ghana high on the global map. The Bank of Ghana has also over the years ensured that the right calibre of personnel have been recruited and selected into the bank hence the high performance of the bank over these years.

On the other hand some organisations have failed or performed uncreditably due to inefficient process in recruitment and selection. For example, poor employee performance cost the Australian employers about \$4.3 billion per year. (Derek Stockley Newsletter Publication 1996-2009).

The study therefore intends to investigate into the recruitment and selection processes of Stanbic bank and how they are influenced by both the internal and external organisation's environment.

1.1 Statement of the Problem

The bank (Stanbic) has an office designated for Human Resource Management at the General Headquarters which is headed by a professional human resource manager. Apart from the human resource manager and few employees, most of the staff in this department are not HRM professionals, thus there is lack of professionalism at the department.

Also, during recruitment and selection process most of the best practices or techniques are not followed since most of the staff are not experts of HRM.

It is imperative to note that placement agencies are not mostly used to solicit external employees into the organisation. This therefore puts pressure on the HR department when it comes to recruitment from outside the organisation.

Also, the problem with internal recruitment is that it reduces the chances of fresh views or ideas from new people entering the organisation and that limits available talents.

The study therefore intends to investigate into how the organisation's demands for employees (recruits) are carried out in a cost – effective and timely manner. It will also look into recruitment policies that constitute the code of conduct which the organisation follows in search for possible recruits that are needed in this organization.

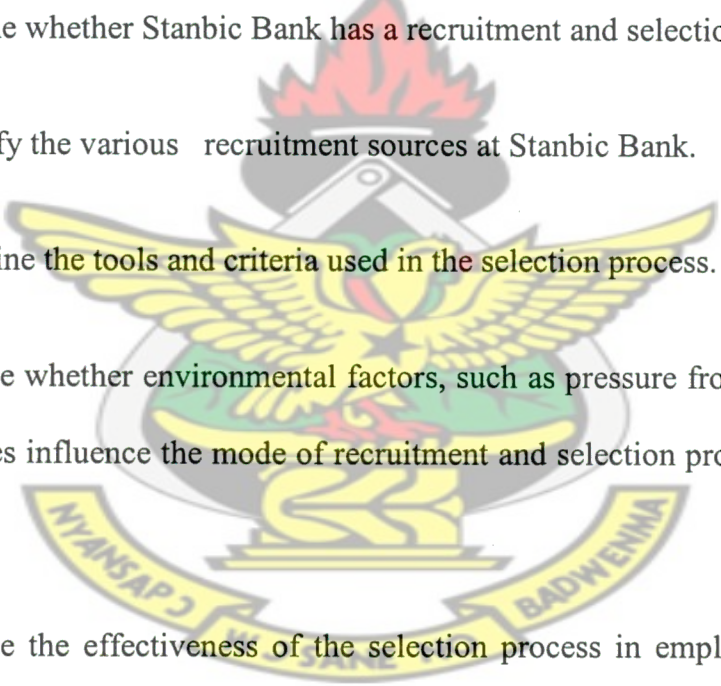
The discussion will delve into the evaluation of effective selection process and offer feasible recommendation to the study.

1.2 Objectives of the Study

The main objective of the study is to research into the recruitment and selection processes at Stanbic Bank.

1.2.1 Specific Objectives

The above main objective is addressed under the following specific objectives:

- 
- i. To determine whether Stanbic Bank has a recruitment and selection policy.
 - ii. To identify the various recruitment sources at Stanbic Bank.
 - iii. To determine the tools and criteria used in the selection process.
 - iv. To examine whether environmental factors, such as pressure from political and social figures influence the mode of recruitment and selection process at Stanbic bank.
 - v. To evaluate the effectiveness of the selection process in employing the right candidate for the right job at Stanbic Bank.
 - vi. To make recommendations on how to improve on the recruitment and selection process at Stanbic bank.

1.3 Research Questions

- i. Has Stanbic bank a recruitment and selection policy?
- ii. What are the various recruitment sources at Stanbic bank?
- iii. What are the tools and methods used in the selection process?
- iv. What are the environmental factors that influence the mode of recruitment and selection at Stanbic bank?
- v. How effective is the selection process at Stanbic bank in employing the right candidate for the right job?

1.4 Significance of the Study

Recruiting and selecting the right people is paramount to the success of an organization and its ability to retain a workforce of the highest quality. This recruitment and selection process sets out how to ensure as far as possible, that the best people are recruited on merit and that the recruitment process is free from bias and discrimination.

It also serves as a useful tool to analyse and assess the recruitment and selection process in Stanbic bank.

It will help to identify the effect of environmental factors on the recruitment and selection policies and processes of Stanbic bank, and to look at how effective the selection process has been in choosing the right person for the vacancy created.

The results or findings of the study will help to strengthen the human resource management department especially in the area of recruitment and selection.

Finally, the study will bring to the fore, the inherent problems and possible solutions associated with recruitment and selection process at Stanbic bank, which can also serve as guide to other organizations in Ghana to conduct better recruitment and selection.

1.5 Scope of the study

The study covered the various departments at the headquarters and a branch each from Accra and Kumasi at Stanbic Bank Ghana Ltd. In terms of spatial coverage, it was in line with the research philosophy and the resources available. The work covered the main area of the organization's recruitment and selection. These areas are the recruitment process and the selection process. Encompassed in these two areas are specific steps that are used to implement the organization's recruitment and selection process. All steps used were assessed and issues were found with the following, employment agencies, interview structure, vacancy promotion, to mention but a few.

1.6 Limitations of the study

This project was not without limitations. Funding was a primary constraint. Financial constraints facing the researcher limited the extent to which the researcher could work. The researcher had to travel from Kumasi to Accra to conduct interviews and administer questionnaire. At a point in time, not all the identified people for interviews were met. Some of the questionnaire had to be sent to the interviewees through email and therefore had to be retrieved through the same means.

Secondly the bureaucratic way of getting access to the organization and even information was a hindrance. The busy work schedules of some of the respondents made it extremely difficult to meet them at the appointed periods which also affected

the early collection of the primary data and subsequent completion of the study. The researcher personally distributed the questionnaire to the identified respondents and made the necessary follow ups making sure that the questionnaire given out are collected back.

Some constraints that have possibly hampered this work included the fact that some respondents conferred responses among themselves. Adherence to some restriction of some specific information also affected the study.

1.7 Methodology

Obtaining data is a very important and demanding aspect of any research process. A variety of data collection approaches were employed, including primary and secondary data. The sources of data were both primary and secondary. Primary data was acquired through questionnaire with the members of staff, interviews and discussions with the head of Human Resource department and other managers at Stanbic bank.

Secondary data was acquired from Administrative books, periodicals, journals, published and unpublished materials from the libraries and the internet.

1.7.1 Sampling Technique

The data for the study was collected through the principal methods of field research.

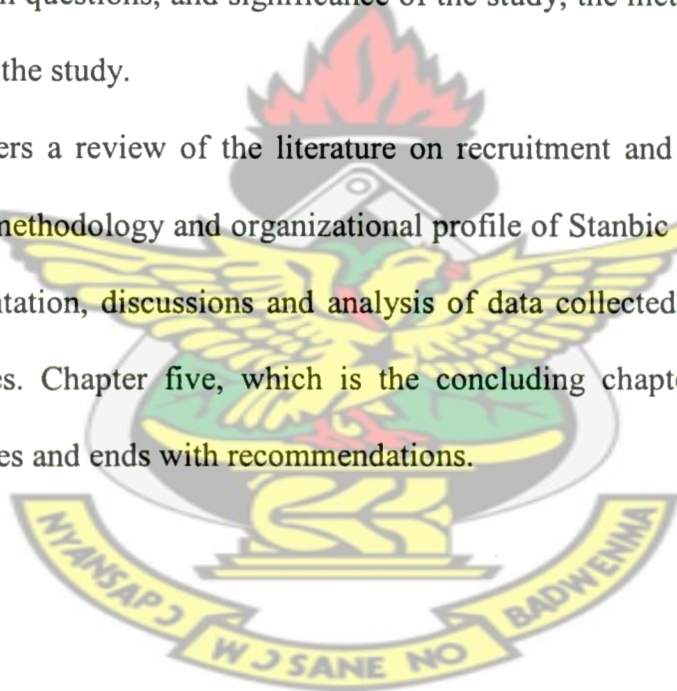
Stratified Sampling was used to choose with respect to the staff present. This is because the staffs were of various educational backgrounds, and employees were at grade levels example, Managers, cashiers and other officers. Furthermore there are several departments in the bank. Example, banking operations, inspectorate, credits, accounts and others.

Sampling was therefore done according to grades within the various Departments of Stanbic bank. Their respondents were then randomly selected. The sample from management was purposely selected. The managing director was selected by virtue of the fact that he heads the institution and the human resource management [HRM] because he is in charge of human resource of the bank.

1.8 Organization of the Study

The study has five chapters. Chapter one begins with the introduction of the study area. It covers background of the study, statement of the problem, objective of the study, the research questions, and significance of the study, the methodology used and the limitations of the study.

Chapter two covers a review of the literature on recruitment and selection. Chapter three covers the methodology and organizational profile of Stanbic bank. Chapter four deals with presentation, discussions and analysis of data collected from primary and secondary sources. Chapter five, which is the concluding chapter summarises the findings, concludes and ends with recommendations.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The main purpose of this chapter is to consider the related literature on recruitment and selection process. The areas that are covered includes, the objectives of recruitment and selection process stated in chapter one as above.

The greatest asset to any organization is its human resources; and the advance of any organization depends on effective management of its human resources.

Taking into consideration the various definitions of HRM by different authorities and institutions as below HRM involves the process of recruiting and selecting people with requisite assets in the form of knowledge, skills, experiences etc, to meet the organizations goals and objectives set up within a period of time.

Torrington and Hall as cited by Mullins (2002) sees the HRM as having greater similarities to personnel management and it is that aspect of management which involves Human resource in an organization. Buchanan and Huczynski (2004) defined Human Resource Management as a need to establish an integrated series of personnel policies to support organizational strategy. According to Storey (1995) HRM is seen as a distinctive approach to employment management which seeks to achieve the competitive advantage through the strategic deployment of highly committed and capable workforce, using an array of cultural, structural and personnel techniques.

Personnel or Human Resource Management involves all activities that affect employees in the work environment, such as employee relation, job analysis, recruitment and selection of employees, wages and salaries administration, fringe benefits and employee services, employee development, management and other forms of employee training personnel research, continuing education and training program for employees, employee safety and health programs, and employment discriminatory issues. According to French (1980) personnel management is the recruitment, selection, maintenance, development, utilization of an accommodation to human resources by organizations. He explains that the human resources of an organization consist of all individuals regardless of their roles, who are engaged in any of the organization's activities.

On the other hand, Daft (2006) emphasizes that when we talk of human resources, we are more interested in knowledge, skills, abilities, talents strengths and capacities inherent in the individuals in the organization rather than just a head count of the individuals. It is these innate qualities which make the individual useful to the organization. The institute of personnel management of the United Kingdom (1980) defines personnel management as that part of management which is concerned with people at work and with their relationships within an enterprise. Its aim is to bring together and develop into an effective organization the people who make up the enterprise and having regard for the well being of the individual and working groups to enable them to make their best contribution to its success.

Mathis and Jackson (1991, 2004) also provide this definition as the strategic and operational management of activities focusing on the human resources in an

organization. This definition focuses on the two main roles, operation and strategy. Operational activities are tactical in nature. Compliance with equal employment opportunity and other laws are ensured, employment applications are processed, current openings are filled through interviews, supervisors are trained, safety problems are resolved, and wages and salaries are administered. These activities ensure the smooth running of the organization and are usually a collective term which is termed as personnel function. The strategic role on the other hand is focused on the long-term implications of the human resource issues. How workforce demographics and workforce shortages will affect the organization, and what means will be used to address the shortages over time, are examples of the strategic role. A strategic role for HR is important, but it requires a high level of professional and business knowledge.

Even organizations that are not for profit, such as governmental, non governmental or social service entities, must manage these human resources in a business oriented manner.

Fowler (1987) cited by Ed Rose (2004) said in a nutshell, HRM represents the discovery of personnel management by Chief executives. Fowler's statement at least recognizes the strategic focus of H R M but seems to imply that HRM is strategic personnel management.

Armstrong (2003) perceived that at least it has the virtue of emphasis the need to treat people as a key resource, the management of which is the direct concern of top management as part of the strategic planning process of the enterprise.

The various definitions agreed that for there to be effective performance of the people, there should be the need to consider the following:

- i. Conducive working environment.
- ii. Attractive wages and salaries.
- iii. Opportunities for training, re-training and promotion.
- iv. Welfare packages and fringe benefits.
- v. Retirement benefits after service.

These are the conditions that will bring about effective service in human resource management in the organization if it is well considered.

2.1 Recruitment Policy

A recruitment policy represents the organizations code of conduct, including the rules to be followed and the standards to be reached. It should include the following areas:

The importance of considering internal applications and developing existing employees to enable them to be considered for promotion;

Handling and processing applications with due speed, diligence and courtesy;

Ensuring that the successful applicants will be chosen without regard to sex, race, age, disability, marital status, religion or any other factor unconnected with their ability to carry out the job;

Making sure that no false or exaggerated claims are made in recruitment literature, or job advertisements Stredwick (2000). Beardwell and Claydon (2007) also add that while organizations have considerable freedom of choice in the type of people they want to recruit, legislation plays a significant role in the recruitment and selection process, particularly in attempts to prevent discrimination on the grounds of sex, race, disability and age.

2.2 Recruitment and Selection

Recruitment and selection is a crucial element of HRM in all organizations. Recruitment is the process of developing a pool of qualified job applicants Williams (2006).

Watspeta (2002) also sees recruitment as the process of attracting a pool of qualified job candidates from which the organisation may select appropriate individuals to meet its job requirements. Effective recruitment strategies flow from the careful consideration of several factors including the number of people required at each level of each category of skill, providing expansion attrition and internal development needs Mahesh, (1993).

Recruitment is the process of generating a pool of capable people to apply for employment to an organisation Bratton and Gold (2003).

Other the other hand, selection is the process of choosing individuals who have needed qualifications to fill jobs in an organisation Mathias and Jackson (2004). It is also the process of gathering information about job applicants to decide who should be offered a job Williams (2006). The concepts of recruitment and selection is therefore attracting a pool of qualified applicants for an organisation out which most qualified and needed applicants are offered a job in an organisation. However before recruitment is done HR planning is considered.

2.3 Recruitment process

2.3.1 Human Resource Planning

According to Mullins (2002), Recruiting people who are wrong for the organisation can lead to increased labour turnover, increased costs for the organisation, and

lowering of morale in the existing workforce. Such people are likely to be discontented, unlikely to give of their best, and end up leaving voluntarily or involuntarily when their unsuitability and commitment that many organisation seek does not appear in the discharge of their duties. Managers and supervisors will have to spend extra time on further recruitment exercise, when what is needed in the first recruitment and selection of employees are not gotten, or a systematic process to assess the role to be filled and the type of skills and abilities needed to fill it be made.

The HR plan provides the trigger for a personnel management action program aimed at reconciling differences between supply and demand. It provides a framework in which action can be taken to help overcome staffing difficulties facing the organisation. HR planning is a continuous process which seeks to ensure flexibility resourcing related to internal and external environmental influences. The plan may consider job analysis.

2.3.2 Job Analysis

Usually, before an organization starts the recruitment process, it is recommended that the organization identifies the needs for recruitment by adopting a systematic review of the Organization's requirements Newell (2005). Following this first stage, the organization should establish a thorough analysis of the requirements of the job, which is termed as job analysis Cook (2001). Job analysis is used for many different purposes in personnel management, such as selection, training, and job evaluation Algera and Greuter (1989).

Current British practice recommends selectors to write a job description and a person specification based on a thorough job analysis, as they can help recruit the right applicants and increase the validity of selection process Cook (2001). Job analysis is a

purposeful, systematic process for collecting important information in relation to work-related aspects of a job Ivancevich and Hoon (2002). As Cook (2001) summarized, there are nine methods of collecting such information, which are film or video recording, written records of sales, accidents, observation, structured questionnaires, diaries, open-ended questionnaires for higher level jobs with diverse tasks, individual and group interviews, and finally participation.

Once information has been collected, the next stage is to analyze and interpret the information by using different kinds of techniques in order to specify the typical characteristics behaviour and ability requirements of effective job performance as predictors of future work performance Algera and Greuter (1989). In general terms, job analysis systems are divided into job-orientated, worker-orientated and attribute-orientated techniques.

Cook (2001). Job-orientated techniques concentrate on the work being done, for instance, description regarding an engineer's job. Worker-orientated techniques concern with what workers do to accomplish the job such as, attention to details or language requirements.

Attribute-orientated techniques describe jobs in terms of traits or aptitudes needed for performing the job like manual dexterity. Besides these three types of analysis techniques, there are many others have been used in the West, such as Dictionary of Occupational Titles (DOT), Critical Incident Technique (CIT), Repertory Grid Technique (RGT), Physical Abilities Analysis (PAA), Job Components Inventory (JCI), and Position Analysis Questionnaire (PAQ) Cook (2001). Levine et al (1983) found PAQ was rated the most practical method for selection work and cheaper to use.

No matter what techniques are being used for job analysis, achievement of higher reliability and validity of such analysis is always the benchmark. Reliability asks for a consistent result of job analysis between the analysts (inter-observer reliability) and others involving the job (intra-observer reliability). Job analysis can be said to be valid if its results make sense and lead to more accurate selection Cook (2001). In general, no one method is inherently more suitable than any other and choices should be made on the basis of the jobs to be analyzed and the context in which job and role analysis takes place Marchington and Wilkinson (2002). For instance, job holders can be asked to keep a diary recording their activities, which is helpful to overcome problems of incomplete memory although it is considered to be very time-consuming Newell (2005). In contrast to other methods which rely on self-reporting by the job holder, such as structured questionnaires, it might be helpful to carry out some direct observation to reduce bias and inaccuracies Newell (2005). As Roethlisberger and Dickson (2003) demonstrated, observation can provide additional data and provide the job analyst with a better understanding of what the job entails, even though itself may alter the behaviour of people.

2.3.3 Job Description and Person Specification

Job description and person specification can be written based on a thorough job analysis. A job description is a written description of what the job entails Ivancevich and Hoon (2002).

There are also many ways of writing job description and person specification. However, it is commonly accepted that the following information should be included Marchington and Wilkinson (2002): Job title—title of the job and other identifying information such as its wage and benefits classification

Location — department, establishment, name of organization who the employee is responsible to and for.

Responsibilities/duties — a list of the main elements of the job and one or two sentences that describe key responsibility of the job

Working conditions — a list of the major contractual agreements relating to the job

Person specifications or job profiles outline the human characteristics and attributes regarded as necessary to do the job Marchington and Wilkinson (2002). Ideally, the person specification finishes by saying what selection tests to use and what precisely to look for Cook (2001). Some person specifications only stick to the knowledge, skills and aptitudes that the job holders must have while others also mention those attributes that are wanted from the job holders by organizations. However in most cases, the person specifications usually include following minimum essential requirements Foot and Hook (1996): education, experience, personal circumstances, personality, and present post.

Both job description and person specifications are easily falling into traps. Either they are too trivial that listing every duty whatever it is important or not or 30 to 40 specific

competences, or they are too vague by using, management speak language, such as “liaising”, “applicants must be”, “energetic” and “keen” Cook (2001).

2.3.4 Decide Target Group

Recruitment determines the types of applicants from which selection will be made, Boudreai and Rymes (1985) have stated that there are three different groups which must be considered during recruitment namely, labour force population, applicant population and applicant pool. The labour force population includes all individuals who are available for selection if all possible recruitment strategies are used. It offers a possible array of possible applicants who must be reached in very different ways. Applicant population is the sub set of this labour force population that is available for selection using particular recruiting approach. Fair recruiting decisions affect the nature of the applicant decisions:

- The recruiting method (advertisement medium chosen, use of employment agencies).
- The recruitment message (what is said about the job, the salary, duties, opportunities and how it is said).
- Applicant qualification required (education level, level of experience required, and training opportunities).
- Administrative procedures (time of year recruitment is done; follow up with applicants, use of previous applicants' fitness).

Lastly, the applicant pool consists of all applicants or persons who are actually evaluated for selection. Factors such as screening efforts and importance of industry

may affect the applicant pool. Deciding the target groups depends to a greater extent on the requirements of the personnel specification.

2.3.5 Responding to the Applicants

The response to applicants should be 'indicative of the image the organization wishes to project throughout the whole recruitment process'. Beardwell and Holden, (1994). Indeed, as the vast majority of applicants will be unsuccessful in obtaining the position, it follows that care is needed in handling this negative experience in a way that enhances the organization's image. Some organizations prepare a package of documents that may include the job description, information about the organization; the rewards package available and possible future prospects. Others may also give out recruitment brochures, which are currently enjoying much popularity, the suggestion being that many organisations do not always want it to be widely known that they are recruiting, especially at or soon after times of redundancy. Other organisations provide little, apart from a request for a letter, CV or completion of the organisation's application form. Where application forms are being used, they are appropriate for the type and level of position on offer. All correspondence should be acknowledged quickly and at all times the applicant should know the stage his or her application has reached.

2.3.6 Evaluation

This is the final stage of the recruitment process and it involves auditing the process for its cost effectiveness. This is because throughout the recruitment process, costs are being incurred which include:

- (a) The cost of advertisements or other recruitment methods, example, Agency fees, milk-round expenses;
- (b) Management and professional time spent on preparing job description, personnel specifications, advertisement, and agency liaison;
- (c) Recruiters' salaries;
- (d) Cost of producing supporting literature;
- (e) Recruitment of overheads and administrative expenses;
- (f) Costs of overtime or subcontracting whilst the position remains unfilled;
- (g) Cost of recruiting unsuitable candidates for the selection process.

It should always be noted whether the application forms sent are high or low as expected, whether the recruitment process itself is effective and whether the recruitment methods were valid and reliable. On the relationship between sources of recruitment and retention, job performance, absenteeism and job attitudes, demonstrated that recruiting sources and those features or results are positively related Breugh (1981).

According to Wanous (1980), informal recruiting sources which provide the applicant with more realistic information about the job leads to more realistic job expectations and therefore less early turnover. Rynes et al (1980) when studying the effects of recruitment practices on the quantity and quality of personnel identified these three factors as of relevance:

- (a) Recruiter personality and behaviour;
- (b) Recruiter knowledge; and

(c) Recruiter personal characteristics.

By recruiter knowledge, the research showed that often recruiters are perceived by applicants as having insufficient knowledge about both the vacancies to be filled and the features of the applicants. For instance in one of the studies more than 55% of the respondents believed that in over half of the interviews they had attended, recruiters had not even read their application forms. Others have also indicated that the recruiter's knowledge of jobs greatly affects an applicant's perception of the likelihood of his receiving an offer of employment and of accepting it. On personal characteristics of recruiters, Schmitt and Coyle (1976) observed that there is very little evidence apart from age. It was established that applicants prefer recruiters who are in the middle age bracket. It is clearly evident from the above discussion or review that many factors influence applicant's behaviour and consequently affects recruitment. This is one reason why the recruitment process in Stanbic Bank Ghana Ltd is being studied. The recruitment process is represented diagrammatically in fig 2.1 below.

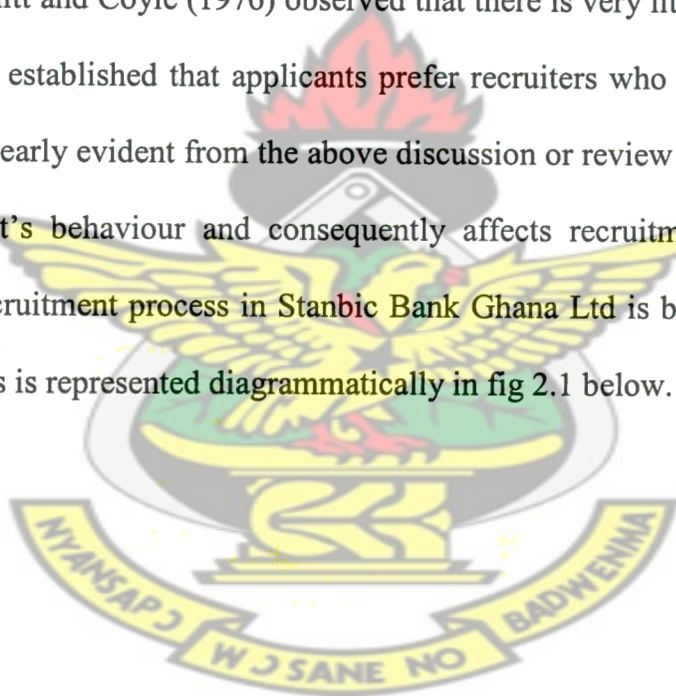
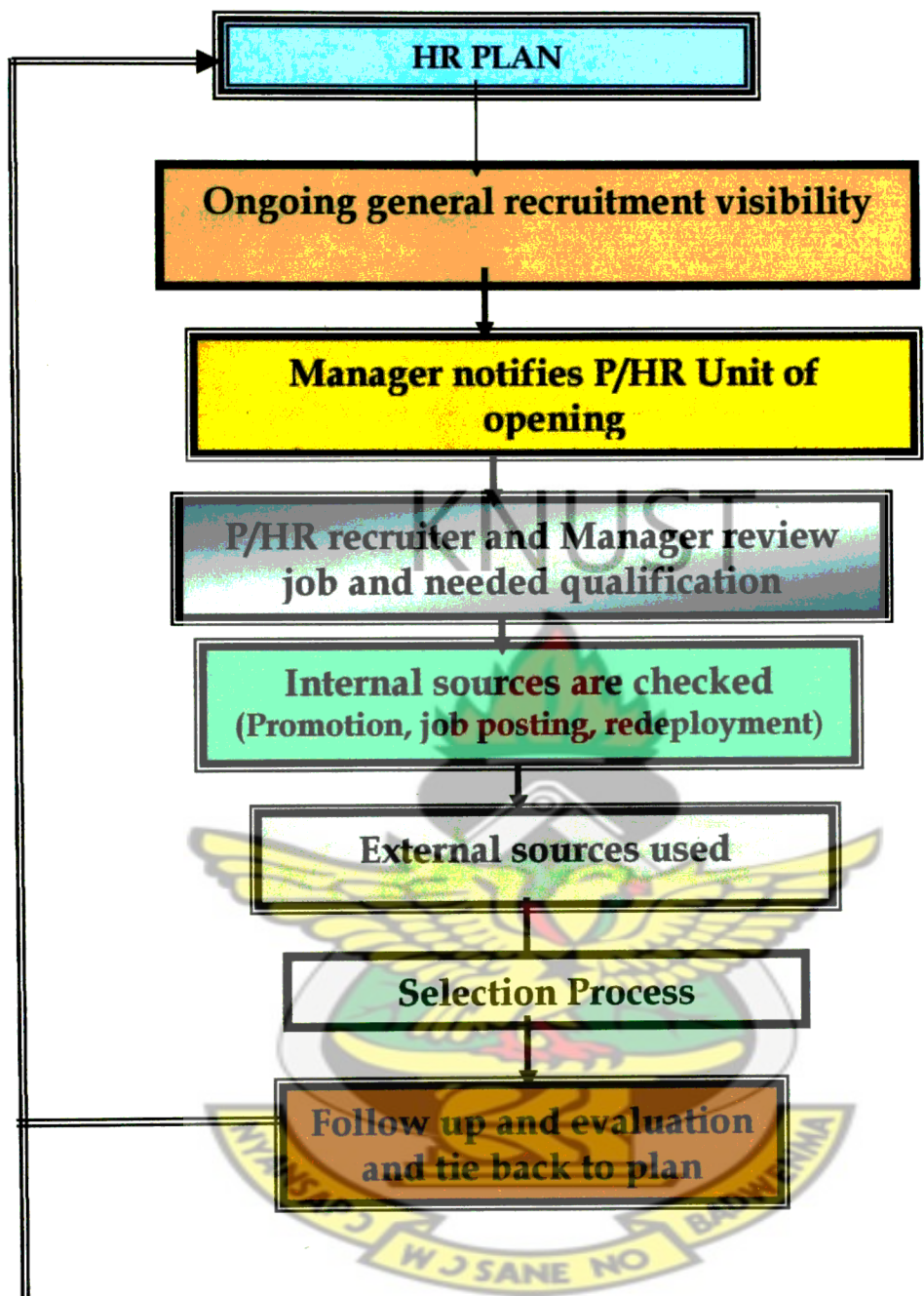


Fig 2.1 Recruiting Process



Source: Mathis and Jackson (1996)

2.4. Internal Recruitment

Internal recruitment is the process of developing a pool of qualified job applicants from people who already work in the company. Internal recruiting, sometimes called “promotion from within”, improves employee commitment, morale, start up time and costs, and because employees are already familiar with the company’s culture and

procedure, they are more likely to succeed in new jobs Williams (2006). Internal recruitment can be effective for retaining performers and demonstrating commitment to employee development. Watson et al (2002).

2.5 Sources of Internal Recruitment

Within the organization tapping into databases, job postings, promotions and transfers provide the means that allow current employees to move to other jobs. Filling openings internally may add motivation for employees to stay and grow in the organization rather than pursuing career opportunities elsewhere.

2.5.1 Organizational Databases

The use of human resource information system (HRIS) allows HR staff members to maintain background and knowledge skills, abilities (KSA) information on existing employees. As openings arise, HR employment specialists can access databases by entering job requirement. Various types of employment software sort employee data by occupational fields, education, areas of career interests, previous work histories, and other factors. For instance, if a firm has an opening for someone with an MBA and Marketing experience, the key words MBA and Marketing can be entered in a search field, and the program displays a list of all current employees with these two items identified in their employee profiles. Jackson et al (2004)

2.5.2 Job Postings

It is a system in which the employer provides notices of job openings and employees respond by applying for specific openings. The organisation can notify employee of job vacancies in a number of ways, including posting notices on bulletin boards, using

employee new-shelters and sending out e-mails to managers and employees. In a unionized organisation, job postings and bidding can be quite formal because the procedures often are spelled out in labour agreement. Seniority list may be used by organisations that make promotions based strictly on seniority, so candidates are considered for promotions in the order of seniority. Regardless of the means used, the purpose of the job postings system is to provide employees more opportunities to move within the organisation. Jobs generally are posted before any external recruitment is done Watson et al (2002).

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2.5.3 Promotions and Job Transfers

Many organizations choose to fill vacancies through promotions or transfers from within whenever possible. As employees transfer to or are promoted to other jobs, individuals must be recruited to fill their vacated jobs. Planning on how to fill those openings should occur prior to job transfers or promotions, not afterwards. It is clear that people in organisations with fewer levels may have less frequent chances for promotion. Also, in most organisations, promotions may not be an effective way to speed the movement of protected class individuals up through the organisation if that is an organizational concern. Jackson et al (2004).

2.5.4 Current Employee Referrals

A reliable source of people to fill vacancies is composed of acquaintances, friends, and family members of employees. The current employees can acquaint potential applicants with the advantages of a job with the company, furnish letters of introduction, and encourage them to apply. However, using word – of – mouth or

current employee referrals can violate equal employment regulations if protected-class individuals are under-represented in the current organizational workforce.

Utilising this source is usually one of the most effective methods of recruiting because many qualified people can be reached at a low cost. In an organisation with numerous employees, this approach can develop quite or large pool of potential employees. Some studies have found that new workers recruited through current employee's referrals have longer tenure with organisations than those from other sources. According to a study by the Employment Management association, referral programs cost an average of \$70 per hourly employee hired whereas print advertising costs \$2,884 per salaried employee hired and \$726 per hourly employee hired. Jackson et al (2004). Some organisations pay "bounties" or referral payments to staffs who recommend a friend who then remains in employment for more than a set period of time. The amount paid depends on the post but could be in the region of £250 = £500, and in one case – capital consulting - all workers who have provided a referral have the opportunity to win a new car through a draw at the end of the year (IRS Employment Review 804 2004), cited by Wilkinson et al (2005)

By limiting the selection procedure to internal candidates, more highly qualified personnel from other sources may be overlooked. Secondly, filling a position internally creates another job opening, that of the promoted employee.

Thirdly, promotion from within requires additional training. Instead of training just one employee, two must be trained. The promoted worker needs to be trained for the new assignment and the replacement must also be trained.

2.6 External Recruitment

The introduction of or the decision to bring in new faces will be based on a couple of factors. Need for change, the need for new blood and organization's recruiting policy may cause an organization to look outside for job applicants, the availability of in-house of skills and experience required, the need to introduce new skills or experience into the unit, and the availability of existing resources which may require only appropriate skill training. Thus when an organization has exhausted its internal supply of applicants it turns to external sources to supplement its work force.

External recruitment according to Mathis and Jackson and corroborated by Schuler and Jackson (1989), has the advantage of injecting new blood and new perspectives. It is also seen to be cheaper than training professionals. It breeds no group of political supporters in organization. It may bring insight into the industry. In terms of length of time needed for the new employee to adjust, the new employee may need more time. It may also lead to the selection of a miss-fit person. There are many options for external recruitment. This may include the following:

2.7 Sources of External Recruitment

2.7.1 Education and Training Establishments

Many jobs can of course, be filled by school leavers. For some organizations the major source of recruits for training schemes will be universities and training establishments as well as schools Armstrong (2003). Graduate recruitment is a major annual exercise for some companies; especially larger firms obtain a major portion of their managerial, professional and technical personnel through direct recruitment at colleges and universities. This employer may then invite the most promising candidates for

interviews and selection is made based on their performance at the interview Beach (1985)

2.7.2 Unsolicited Applicants

Job applicants who appear in personnel offices without appointment are considered walk-in applicants. These people who are predominantly blue-collar and clerical workers are usually unaware of specific job openings, and the likelihood of their credentials immediately matching a vacant position is remote.

Normally the ministry of labour sets up an office where the unemployed could Register (stating the qualification, expertise particulars) and the prospective employers get in touch for recruitment. Employers usually use this to obtain for blue-collar jobs and for lower paying service type jobs Beach(1985).

2.7.3 Employment Agencies and Executive Search Firms

Scott (1989), and alluded to by Beardwell and Holden has stated that though the employment agencies and executive search firms are similar in purpose, they differ in many ways. While employment agencies concentrate in middle-level management and below, executive search firms are on retainer, thus, the organization pays them fee whether or not their efforts are successful. Employment agencies on the other hand, are paid only when they have actually provided a new hire.

2.7.4 Previous Applicants

In this area, the applications of unsuccessful applicants are maintained for a given period of time so that they are re-assessed against new vacancies as they arise. In this

case, speed in processing of readily available the pool of applicants who hold good the image of the organization is guaranteed Armstrong (2003)

2.7.5 Union /Professional Referrals and Job Centres.

Government officials such as the Labour office in Ghana man these offices. They accept applications of individuals put them on standby and put their applications through as and when job vacancies become available. Unfortunately, however, they tend to get placements for lower grade jobs Armstrong (2003)

2.7.6 Media Advertisements

According to Beardwell and Holden (1994) and corroborate by Mullins (2002), vacancies may be advertised in the national and/or local press, professional or trade journals and possible on local commercial radio and television or on the internet. Exhibitions during career conventions can also be considered under this heading. Advertising is expensive and it is important to be selective in the choice of media. Professional journals have the advantage of attracting the right kind of applicant in terms of qualifications and experience.

But they may be particularly expensive and there is usually some delay between placing the advertisement area publication date. In many organizations and especially those in the public sector, it is customary to include an advertisement in the local press for senior posts that are also advertised nationally. The purpose of the advertisement is to attract suitable potential applicants and it should therefore contain the necessary information to secure their attention and interest. The advertisement is expected to produce a clear work picture or template of the ideal candidate and should encapsulate

the demands of the position and attributes of the person. The advertisement may contain a named contact and telephone number for information enquires.

This may help in the process of self-selection. According to Ivancevich (1995), Effective recruiting advertisement should be consistent with the overall corporate image. This advertisement is seen as an extension of the company and therefore it must be representative of the values of that the corporation is seeking. It is important you attract the right candidate, by preparing your advert or campaign. As has been indicated elsewhere, applicants will want to know the key information before they decide to apply for the position. Some writers also have suggested that, the advertisement should essentially entail the following: Company name and what you do, job title, key responsibilities, skills, knowledge, experience and qualifications required to do the job, opportunities for development within the organisation and the challenges that the position will present, salary and benefits, how to apply- send in CV, e-mail, and application form, telephone and any deadline for applicants etc.

2.7.7 Internet Recruiting

This is the use of computers as a recruiting tool by advertising jobs on a bulletin board service from which prospective applicants would contact employers. Today the internet has become a primary means for employers to search for job candidates and for applicants to look for jobs. Several different methods are used for internet recruiting. The most common ones are job boards, professional / career web sites, and employer web sites. Many employers have realized cost savings using Internet recruiting. It also can save considerable time; applicants can respond quickly to job postings by sending e-mail. An expanded pool of applicants can also be generated using Internet recruiting Mathis and Jackson (2004)

2.8 The Selection Process and Methods

The selection process is an opportunity not only for management but for employees. It affords applicants the opportunity to decide on the basis of their interaction. Thus consideration must be given to the way in which information is presented to potential employees, and how they are to be kept informed throughout. It is the process of 'choosing the right person for the job among a pool of candidates'. (Townley).

Selection has been used to effect organisational change in recent years. Selection is made after thorough screening process. Selection may also be referred to as the task of trying to distinguish "good" workers from "poor" workers with the aid of tests and other devices. The competences of employees have become important criteria for selection and recruitment Feltham (1992). They are been used to identify people who can cope with the present and future challenges of work; however they are only one part of the process of achieving a more productive internal reorganisation. West et al (1998) argue that, organisations should improve the profile of their teams through incorporating more systematic methods of competence -based selection.

Good recruitment and selection practice by an employer is more likely to create a favourable impression of the organisation, improving its ability to attract and retain people. Some estimates say that reaction to selection process accounts for about 15-20% of a candidate's decision on whether or not to accept a job Fletcher (1998) that people differ in their abilities; performance personality etc. is an indisputable foundation in the selection process.

The selection requires the decision-maker to know what distinguishes successful performance from unsuccessful performance in that job. This characteristic of selection is not prevalent in organizations in Africa. This is because in environments

where paid work is scarce and where there are strong pressures to allocate jobs in a particular fashion, the selection process becomes a primary means of fulfilling one's obligation to his or her kin or other personal contacts. This assertion is buttressed by Werlin (1972) that in Ghana, the more successful a civil servant or politician becomes, the more he is expected to share his good fortune with his kinsman.

According to Mullins (1993, 1999), methods of selection involve the short-listing of applicants, collecting information (provided by other people), about other applicants, and the design and preparation of the selection process. Drawing up shortlist can be undertaken by comparing application against the information provided by job analysis, and consideration of the number of potentially suitable people applying for the position. After short-listing, the selected applicants may be referred to as candidates. There are many different methods for employee selection available to many organizations Beach (1985). The choice, combination, and application of methods should be appropriate to the nature of the organization; the position, tasks and responsibilities of the vacant job; and the number and nature of candidates. Whatever selection process is adopted, it requires careful planning and preparation.

2.8.1 Preliminary Screening

This is usually referred to as initial short-listing. This step involves asking a prospective applicant to complete an application blank. In other words bio data is provided at this stage. Bio data to Beardwell and Holden (1994) refers to biographical information about the candidate and these are provided on the application blank or form. The disadvantages of this method according to Beardwell and Holden (1994) are that:

- a) Individual's motivation in applying for a job can deter some people from applying if they are not absolutely sure that they want the job;
- b) Short-listing from application forms is a risky business and many candidates who do not have the "right" background or have not had the same opportunities as others but who might be excellent in post can be ruled out.

Herriot (1984) has also found that selecting candidates on the basis of application forms was a haphazard affair with candidates who filled in the white spaces on the form standing a greater chance of selection because filling in the spaces was equated with motivation.

2.8.2 Application Blank Form

The applicants who pass the preliminary screening usually complete an application blank form. This is used to obtain a variety of information about the applicants which help in reaching an employment decision. The information may be of a demographic nature, i.e. name, address, age, material status etc. There are also questions related to qualification, experience etc. The questions asked on the form must reflect job description and job specifications. The information thus obtained must make it possible to:

- a) Identify the person i.e. know about him, the type of person he is.
- b) Make tentative statements about the person's suitability about the job Beach (1985).

It may also help to predict success or failure on the job. The questions should be clearly word to avoid ambiguity and make it easy for the applicant to supply the information needed.

2.8.3 Tests

These include tests of intelligence, aptitude, ability and interest. Tests in intellectual ability, spatial and mechanical ability, perceptual ability and motor ability have shown to be moderately valid predictors for many semi-skilled and unskilled operative jobs in the industrial organizations. Intelligence tests are reasonably good predictors for supervisory positions. But the burden is on management to demonstrate that any test used is job related. There are two sets of tests – performance and psychological. The following are some such tests:

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2.8.3.1 Performance Simulation Tests

These are test that are aimed at finding out if the applicants are capable of doing the job successfully, by asking applicants to do a work sample. By this the applicants demonstrate that they possess the necessary skills by actually doing the tasks that he/she would be employed to do.

2.8.3.2 Psychological Test

Psychological tests are considered extremely beneficial since good tests are useful in the right circumstances because they measure people's abilities objectively. These tests are the most sophisticated tool for measuring human characteristics and are unbiased as compared to other tests and are therefore extensively useful in selection decision. Some of the psychological tests includes intelligence test, personality test, aptitude test, interest test to mention but a few. They can however be misused or misinterpreted by untrained people.

2.8.4 Interview

Despite constant criticism, this is the most widely used selection tool (IRS, 1991). It is the testing method to know the failures and achievement factors of the interviewee through formal conversation with the applicant. It is designed to predict future job performance on the basis of applicants' oral response to oral questions. The interview may be widespread and different companies used different methods or techniques. Perhaps the most common example is the Rodgers Seven Point Plan Rodger (1970). Beardwell and Holden (1994) corroborated by Mullins (1999) have identified the following types of interview:

2.8.4.1 One to one

The one to one is where there is one interviewer and one interviewee during the interview section. This can also be known as face to face and can sometimes be made using telephone if only it involves the interviewer and the interviewee.

2.8.4.2 The Panel

The panel interview consists of two or more interviewers. Its advantage is that it is less intimate and more formal than the one-to-one but if handled and organized well it can provide a wealth of information.

2.8.4.3 Structured, Semi-structured and Unstructured

Organizations use more than one type to help them on a selection decision. Structured interview occurs when the interviewer prepares a list of questions in advance and does not deviate from it. The structured interview is to ask different interviewees the same questions in the same order. In semi-structured interview, only the major questions to

be asked are prepared in advance, though the interviewer may also prepare some probing questions in areas of inquiry. In comparison, Ivancevich (1995) said the structured interviews are most preferable ones.

2.8.4.4 Situational

The situational interview occurs when candidates are interviewed about what actions they would take in various job-related situations. The job-related situations are usually identified using the critical incidents job analysis technique.

2.8.4.5 Behaviour Description

In behaviour description interview, candidates are asked what actions they have taken in prior job situations that are similar to situations they may encounter on the job.

2.8.4.6 Oral interview Board

This technique entails the candidate giving oral responses to job related questions asked by a panel of interviewers. This technique may be feasible for jobs in which there are a large number of applicants that must be interviewee.

2.8.4.7 On the Spot

This interview is conducted on the spot. This normally happens usually at a job fair. The interview is usually short, and serves as a means to determine whether the potential employer and the candidate are interested in progressing to a formal interview.

Stress: Stress interviews, as the name suggests are used primarily when the job they are trying to fill requires an individual to perform under an extreme amount of stress.

2.8.4.8 Assessment Centres

Assessment Centers use a wide range of assessment techniques and exercises to assess applicants during the interview process. Assessment Centres may usually include Foot and Hook (1999).

Work simulations, work samples, in-tray exercises, role-plays, group discussions and group Exercises, psychological tests, interviews, peer assessment and self-assessment.

There are advantages of assessment centres. One of them is the enhanced validity. The use of a range of assessors helps to reduces bias, and gives candidates more chance to expose their strengths and weaknesses, thus a balance picture is obtained Robert (1997). And the use of a variety of techniques helps to obtain a full picture, and over-reliance on a single technique is avoided. Thus, the use of a range of assessors and techniques may enhance the validity of the selection process.

Assessment centres also have some disadvantages. They can be time-consuming and are therefore costly for the firms due to the use of many assessors.

2.9 Effectiveness of Selection Process

The assessment of the effectiveness of human resource management is a complex task. Beardwell and Holden (1994) therefore suggest the following as a guide in assessing the effectiveness of the selection process:

- (a) Staff turnover (in the short and long term);
- (b) Exit interviews: ask people why they are leaving;
- (c) Absenteeism;
- (d) Errors in work and accident at work;

- (e) Complains/suggestions from customers;
- (f) The feel of the department that you pick up when walking about;
Are staffs generally unhappy, antagonistic, depressed, or are they happy and working hard?
- (g) Grievances procedures/disciplinary procedures/dismissals;
- (h) Feedback from successful and “failed” job applicants;
- (i) The numbers (and calibre of applicants) applying for each post;
- (j) The effectiveness of the employee can be gained from considering their performance and from appraisals and attitude surveys;
- (k) Perceptions of those involved in the selection process

2.10 Job Offer

The final say as who should be employed lies in the line authority or operating manager. If the applicant is found suitable he is offered a job in the form of letter of appointment. The letter must state the date of effective of appointment which is negotiable. It must also go if possible with job description, the salary and other conditions of service French (1987).

2.11 Employment Induction/ Orientation

The interview and selection process is not complete until the result is communicated to successful candidates. Appointment letters are dispatched through mailing, telephones, or any other media that is deemed appropriate to relay this information. After an employee is hired, the recruitment and selection process is completed with employee orientation. Orientation to Stoner and Freeman (1992) is designed to provide

a new employee with the information he or she needs to function comfortably and effectively in the organization

2.12 Conceptual Framework

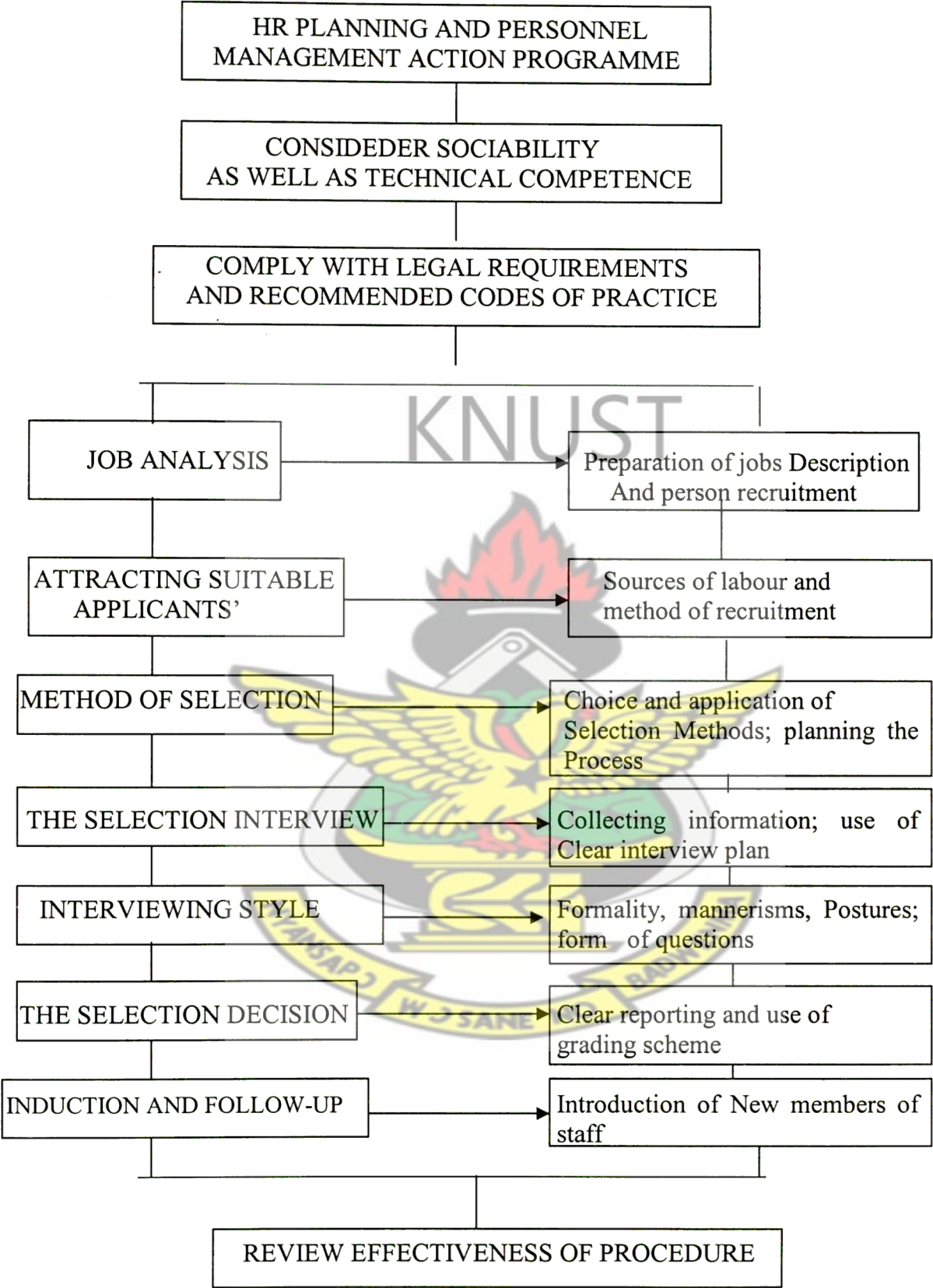
The flow of ideas and policies for recruitment and selection for every organization is represented in this already existing concept: a systematic approach to recruitment and selection captured in fig.2.2. In the diagrammed organization's Human Resource Planning and personnel management programmed is designed considering sociability as well as technical competencies in compliant with legal requirements and recommended codes of practice.

As there is requirement for recruitment, the manager under whom a vacancy exists notifies the Human Resource unit and then Job Analysis is conducted by the preparation of Jobs description and person's specification to fill the opening.

Attracting suitable applicants from the sources of labour and method of recruitment are done and method of selection is done by the choice and application of selection methods. The selection interview is done by collecting information using clear interview plan through interviewing style. Induction and follow up is done by introduction of new members through socialization with staff.

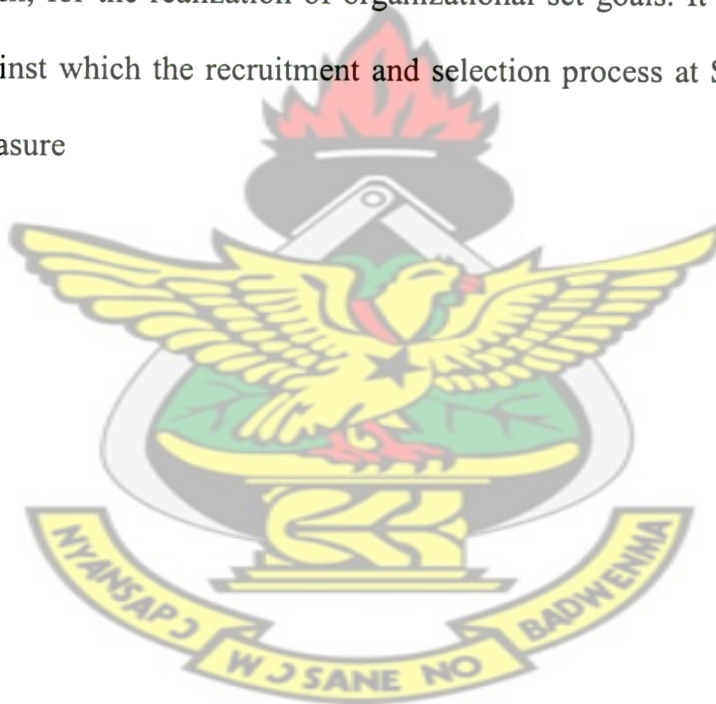
Finally review effectiveness of procedure is carried out considering the Human Resource Planning and personnel management programmed. This is represented schematically in fig. 2.2 below.

Fig 2.2 A Systematic Approach to Recruitment and Selection



Source: Mullins (2002)

In summary, this chapter has revealed that for recruitment to be successful, it should be well planned, coordinated and advertised for both personnel within and outside the organization. The concepts of Human Resources Management in corporations, as well as recruitment and selection have been looked at. It has also brought to the fore the various steps in the entire recruitment process as projected by some researchers. The techniques associated with the recruitment and selection processes in the staffing process of organizations have also been evaluated. It is observed that these steps and techniques if followed would enable an organization to recruit employees with the necessary skills knowledge and abilities who will be well motivated, at least in the short to medium term, for the realization of organizational set goals. It has therefore set the standard against which the recruitment and selection process at Stanbic bank, Ghana would be measure



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CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the research design, conduct a study population sample and sources of data analysis and how best these will assist in reaching the set objectives of the study which constitute the methodology. It also describes the organisational profile which is the background study of Stanbic bank, its objectives and activities.

3.1 The Study Design

The study is a descriptive type and the rationale for adopting this approach is that the **recruitment** and selection for the Stanbic bank would aim at examining the recruitment and selection processes in recruitment and selection. It will also assess the selection criteria and its effects on Stanbic bank. As an explanatory and descriptive study, the following would be addressed:

- a) Finding the objectives of recruitment and selection of the bank, and addressing Selection criteria as mentioned earlier.
- b) Finding the environmental factors that influence the mode of recruitment and selection process at Stanbic bank.
- c) Making recommendations based on findings to make the board of directors for consideration.

3.2 Sources of Data

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

3.2.1 Primary Data

This is the data collected by the researcher at first hand, mainly through survey, interviews and participant's observation, Saunders et al (1988). For the purpose of this study primary data refers to data obtained directly from the research respondents. This formed the bulk of the data collection activity.

3.2.2 Secondary Data

Secondary data are already compiled data used for statistical analysis towards the achievement of the objective of the study. Bell (1993). The secondary data collection from textbooks, journals, articles, record books and other relevant documented information to provide background information of the bank.

3.3 Population

3.3.1 Sampling Techniques

Since the entire population could not be surveyed, a sample was selected using the method/ technique, the population was stratified into management and workers/ staff on the other hand. After the stratification the proportional sampling technique was used to select sample from each stratum because there is the need for fair representation in the sampling. After the proportional sampling, the simple random sampling technique was used to select the members to be interviewed using the first person to meet method on the staff. The members of management were drawn through balloting and those picked were interviewed using interview guide. All the managers were interviewed, both in Accra and Kumasi by way of a Questionnaire since their size was not so huge that it would require drawing a sample.

3.3.2 Sample Size

The study employed a total sample size of 200 hundred respondents but 120 workers and managers responses were collected representing 60% respondents' rate.

This Comprises 102 staff and 8 managers collected from the headquarters, Accra and Kumasi branches of the bank out of the 21 branches in Ghana with the total population of about 500 employees. The headquarters, Accra and Kumasi branches have higher population of employees that is why they were chosen to represent all.

3.4 Data Collection

3.4.1 Structured Questionnaire

Primary data was collected using structured interview guide. The face to face technique of self administered questionnaire was used. Firstly, by explaining the objectives of the study to the respondent for him or her to complete the questionnaire and thus taking him or her through the questionnaire for him or her to understand all issues. The questionnaire was then left with them to be collected later. Both opened and closed ended questions were included in the questionnaire to collect information on the study.

3.4.2 Interview Guide

This was used to capture information that would likely to be distorted or withheld with the use of only one method McNeil (1990), the quantitative method was complemented by qualitative method such as in-depth interview to enhance the validity of the data. This was done using interview guide. Interview guide consists of a series of broad interview questions (Semi- structured) that the researcher was free to explore and check out the interviewee Maykat and Morehouse (1994). As a guide, it is to prevent deviations from the issues being discussed Bell (1992), and was used to

obtain information from the Management and staff. (See details in Appendix A, B and C.

3.4.3 Discussion

As part of the qualitative survey, there were informal discussions with the human resource manager and the branch managers of the bank.

3.5. Data Analysis

Data from the field were edited to ensure consistency in responses provided by the respondents. A manual coding including both opened and closed ended questions were as well prepared to facilitate the coding, and processing of the data. Then the MS Excel was used to process the data. It also helped in the generation of simple frequency tables and cross tabulations as the basis in reporting the result.

3.6 Background Information of Stanbic Bank Ghana Limited

On November 2 1992 Standard Bank Investment Corporation (SBIC) acquired operations of ANZ Grindlays Bank (African arm of ANZ Grindlays Industrial Holdings (ANZ Holdings) a company registered in the UK) the acquisition included ANZ Grindlays minority interest in banks in Nigeria (40%) and Ghana (30%).

When in 1993, SBIC changed the names of those banks acquired from ANZ Grindlay earlier, to Stanbic Bank with effect from 1 July 1993, Merchant Bank Ghana remained unchanged. SBIC Africa Holdings Ltd disposed of its 30% shareholding in the Merchant Bank (Ghana) Ltd (MBG) from 31 May 1999. MBG, therefore, ceased to be an associate company of the Standard Bank Group and as to be treated like any other bank. Stanbic Bank then applied to the Government of Ghana for permission to

establish a new bank under the umbrella, called Stanbic Bank Ghana Ltd, which will offer full commercial and merchant banking services. Stanbic Bank Ghana Ltd opened for business in December 1999.

As at February 2009, Stanbic Bank Ltd had in all 21 branches in Ghana and a headquarters based in Ridge, Accra with a staff of 148. Each branch has 10 members of staff in an average. The bank has its own Board of Directors to help management steer its affairs.

3.7 Objectives of the Bank

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The objective s of Stanbic Bank Ghana Ltd can be looked at in three main folds, namely customer satisfaction, business and corporate investment.

Customer

The bank offers wide range of financial products and service to its customers and is committed to providing its customers security, convenience and value for money they expect from any international and reputed bank.

Business

The bank aims at assisting its customers to lead a busy life by simplifying financial transactions so that they can spend more time on their business and less time on banking.

Corporate and Investment

Last but not least, Stanbic Bank Ghana Ltd ensures and provides customised products and services to both established customers as well as new entrepreneurial companies.

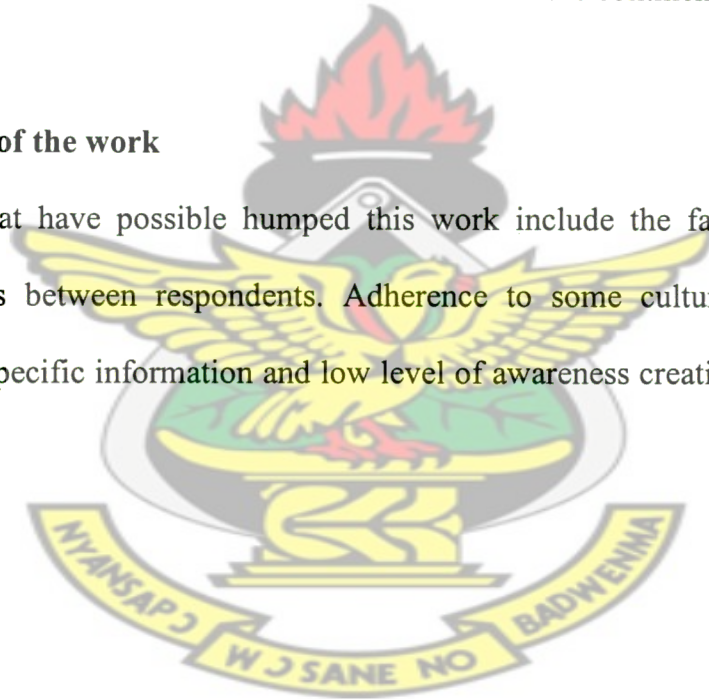
3.8 Activities of the Bank

Stanbic Bank's core activities include commercial and corporate banking, treasury operations and all forms of trade financing- local and foreign currency account; working capital; loans; trade finance; foreign exchange remittances; leasing guarantees; and deposit products (including Certificates of Deposit).

The Stanbic Bank plays an important part in their Ghana's economic and business development. Since Africa has potentials to become one of the leading continents and compete effectively with other global players, Standard Bank Group through its Stanbic Bank operations have demonstrated its confidence in the continent's future.

3.9 Constraints of the work

Some constraints that have possibly hampered this work include the fact that some conflicting responses between respondents. Adherence to some cultural practices, restriction of some specific information and low level of awareness creation can affect the end results.



CHAPTER FOUR

Data Presentation Analysis and Discussion

4.0 Introduction

The Chapter presents the findings of the study aimed at investigating into the recruitment and selection process at Stanbic Bank Ghana Ltd. Analysis into the recruitment and selection policy at Stanbic bank was made. The various recruitment sources at the bank, the tools and criteria used in the selection process, and also to examine whether environmental factors such as political, legal and socio - cultural factors influence the recruitment and selection process.

Finally to evaluate the effectiveness of selection process in employing the right candidate for the right job at Stanbic bank was investigated into.

In all closed and open ended interviews and questionnaire were used. One hundred and twenty respondent's ideas were solicited. It included the ideas from line, branch and Human resource managers, and some workers as well were interviewed. Two hundred respondents were targeted but only one hundred and twenty of them responded making up sixty percent (60%) of the targeted respondents' rate.

4.1 Analysis of recruitment and selection policy

In analysing whether Stanbic Bank Ghana L td has a recruitment and selection policy; this is what human resource manager had to say.

According to the HR personnel the bank aims to recruit and select staff the organization need to achieve its strategic directions and who demonstrate attributes that are consistent with the organization's direction and culture.

Recruitment and selection of staff to employment in the bank will comply with all legal requirements, and with relevant equal opportunity, affirmative action and human resource management principles, policies and guidelines adopted by Stanbic Bank Ghana Ltd. The policy applies to all full time and part time workers.

The key principles guide decision making in relation to recruitment and selection at the bank are supported by, and linked to the statement of strategic intent, corporate plan as well as the specific human resource management plan and many others.

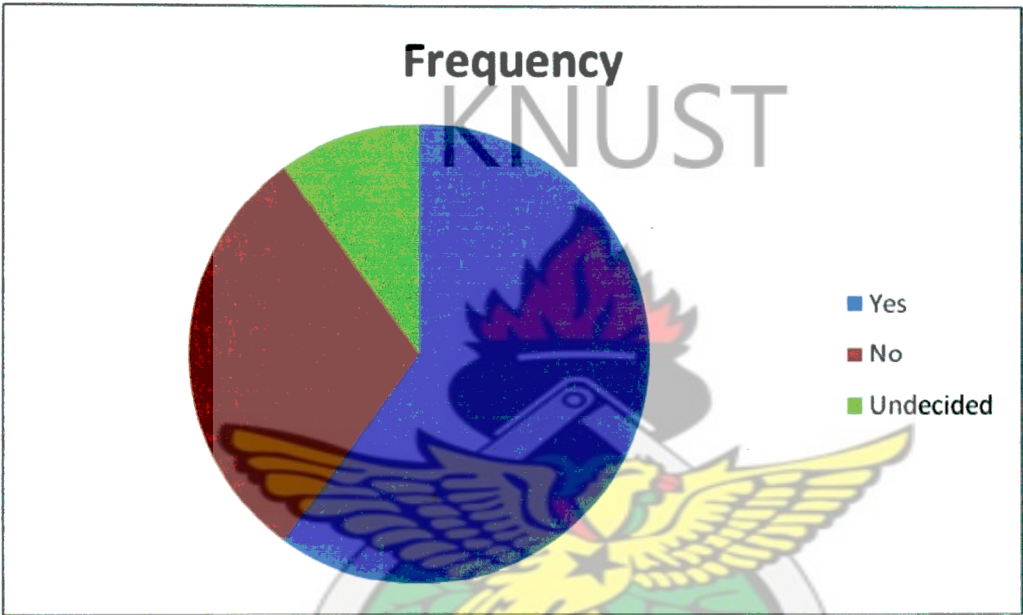
Recruitment and selection will be informed by the banks agreed priorities for developing the optimum workforce profile required to realise its legislated responsibilities and contractual obligations, its mission and strategic intent, and its vision for the institution as a distinctive, innovative and internationally competitive organization. All appointments will be made on the basis of careful and consistent application of the principle of merit and adherence to guidelines. Appointment will be made in open competition from the widest field of applicants, attracted by internal and normally external advertising. It is normally conducted on the basis of fair and equitable treatment of all applicants.

Table 4.1 Knowledge of Recruitment Policy

Knowledge of Policy	Frequency	Percentage
Yes	72	60%
No	36	30%
Undecided	12	10%
Total	120	100

Source: Field Data

Fig.4.1 Knowledge of Recruitment Policy



Source: Field Data

From the diagram above, out of the overall one hundred and twenty (120) respondents, seventy two (72) respondents representing sixty percent (60%) said yes , signifying being aware of the recruitment policy. Thirty-six (36) respondents representing thirty (30%) percent said no. Twelve (12) respondents, representing ten percent (10%) were undecided.

Although most respondents knew about the recruitment policy, it was realised that they did not know the content of it, because when a follow up question was asked about them knowing some legal practices such as gender discriminate, discrimination

against the physically challenged, etc: out of the one hundred and twenty respondents(120), one hundred and eight(108) respondents representing ninety percent (90%) of the overall respondents said they did not know of the content of the recruitment policy. Only twelve respondents (12), representing 10% of the overall respondents knew of the details of the recruitment and selection policy and they included the managers.

4. 2.1The recruitment process at Stanbic Bank Ghana Ltd

According to the interview conducted, from the Human resource manager, about recruitment process at Stanbic Bank Ghana Ltd. It was studied that before the organization starts the recruitment process, it identifies the need for recruitment by adopting a systematic review of the organization's requirements as buttressed by Newell 2005. Following this first stage, the organization establishes a thorough analysis of the requirements of the job, which is termed as job analysis cook (2001). He says a job description and a person specification are written based on a thorough job analysis, as they can help recruit the right applicants and increase the validity of selection process that is accepted by all. In sum, it is expected to inform the individual the realistic set of objectives that may be required for the job and the person to do it. Person specification therefore provides the blueprint of the ideal person for the job.

Once finishing job analysis and agreement of terms and conditions of the posts, the positions can be filled both internally and externally. The bank sometimes post recruitment advertisement in their own website; the internet for interested applicants. At Stanbic bank internal recruitment is considered first before any other form, since it makes full use of its existing staff and save time and money. It is done by circulating the job description through outlook mail to all staff. When no internal employee

applies, then external advertisements are made or when high calibre staff are needed external recruitment is done.

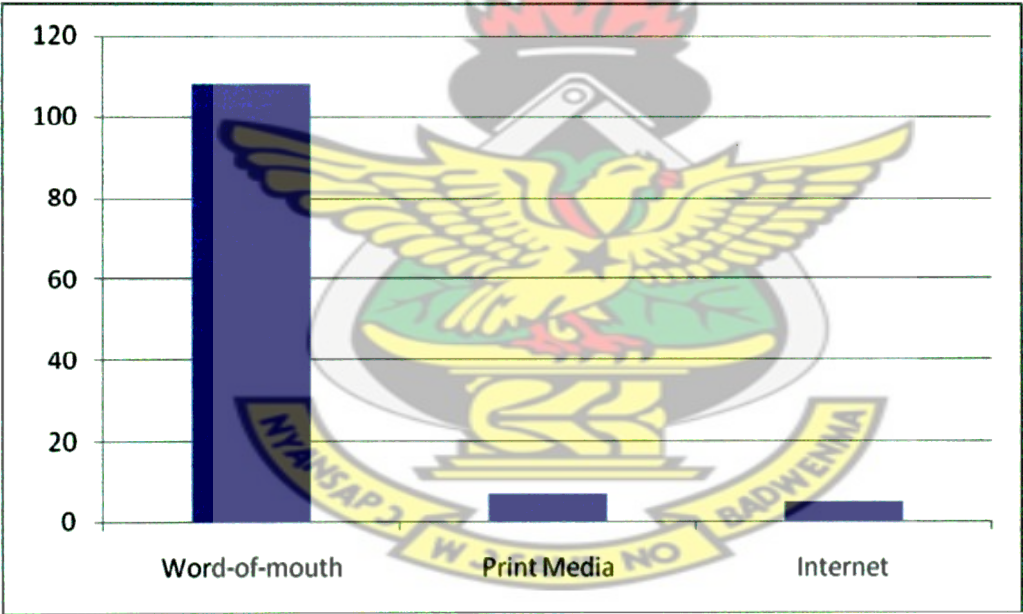
4.2.2 Means of Advertisement

Table 4. 2. How Respondents had information about Recruitment and selection

Information Source	Frequency	Percentage%
Word-of-mouth	108	90
Print Media	7	5.8
Internet	5	4.2
Total	120	100

Source: Field Data

Fig.4.2 How Respondents had information about Recruitment and selection



Source: Field Data

From the figure above when the respondents were asked how they got information about recruitment and selection responses were as follows; out of the one hundred and twenty (120) total respondents, one hundred and eight (108) representing ninety (90%) percent of respondents relied on word-of mouth from friends, relatives and other staff members from the bank, seven (7) respondents, representing (5.8%) of the respondents

said print media and five (5) representing (4.2%) said from internet. Unsolicited applicants from the educational institutions are not used. The information source is represented on the diagram above.

From the Human resource personnel it came to light that, irrespective of one's affiliation and qualification, all applicants were required to apply for the job by either providing a CV or by filling application form. Seventy-two (72), representing 60% of the respondents provided CV. Whilst forty-eight (48) representing 40% of the total respondents of one hundred and twenty (120) filled applications form to confirm the interview by the HR personnel.

4.2.3. Perception of recruitment Process.

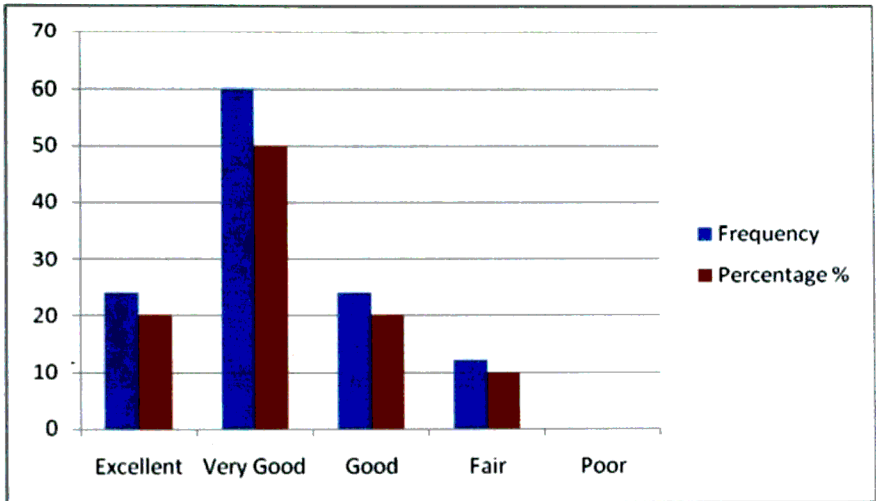
Table4.3 The Perception of Respondents about Recruitment Process.

Perception	Frequency	Percentage %
Excellent	24	20
Very good	60	50
Good	24	20
Fair	12	10
Poor	-	-
Total	120	100

Source: Field Data

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Fig.4.3 The Perception of Respondents about Recruitment Process



Source: Field Data

From the figure above, when the question was asked what the respondents perception about the recruitment process was, the responses were depicted from the table above. Out of the total respondents of one hundred and twenty, sixty (60) representing 50% of the total respondents said the process was very good, excellent and good had twenty-four (24) respondents representing 20% each and then twelve (12) respondents representing 10% of the respondents said the process was fair.

Their reasons given were that the interview panel were friendly, courteous, and all the respondents went through the same processes of recruitment and were treated alike. There was no favouritism of any sort and no foul play was suspected.

4.3 The selection Process and Methods.

According to the managers interviewed the selection process at Stanbic Bank Ghana Ltd begins after the receipt of applications. Shortlisted candidates are then written to, to prepare them for interview and tests of various types and levels. A panel consisting

of one Human resource personnel, departmental head where vacancy is to be filled and a neutral person comprises the selection team. After the selection is made background of the applicants are investigated into, to screen out unscrupulous persons and to assess the genuine certificates provided. Induction is done to introduce the newly employed into the organization.

4.3.1. Perception on recruiters’ qualification

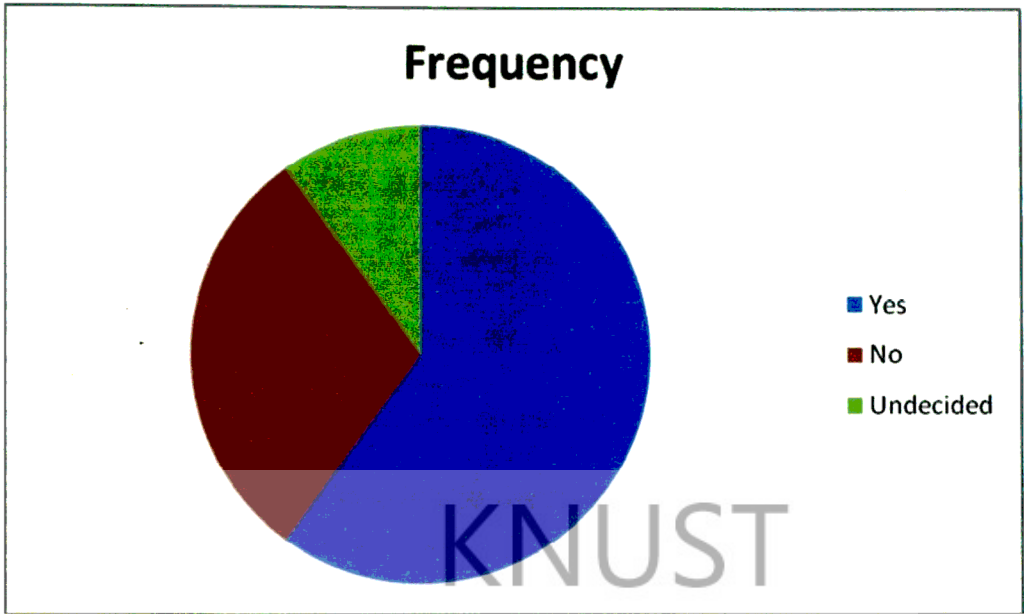
The selection team introduces themselves to the candidates and creates a favourable atmosphere in the room before the selection process commence. The team comprises Human resource personnel, a departmental head where vacancy is to be filled and any other head who is a neutral person. The table below illustrates the respondent’s views about recruiters.

Table 4.4 Perception on Recruitment

Perception	Frequency	Percentage
Yes	84	70
No	12	20
Undecided	24	20
Total	120	100

Source: Field Data

Fig.4.4 Perception on Recruitment



Source: Fiel Data

From the above diagram, it shows that out of the one hundred and twenty (120) total respondents, eighty four (84) representing 70% of the respondents said yes meaning they agreed that the recruiters were qualified, twelve (12) representing 10% of the respondents said No twenty-four (24) respondents, representing 20% of the respondents were undecided.

Suggestions were made by the respondents as to how to enhance the performance of recruitment and selection team. Education and development, on the job training and refresher courses were suggestions that could add knowledge to recruiters and make them more qualified.

According to the Human resource personnel, interview team normally observe high Standards of fairness throughout the process. To help eliminate bias, candidates must be treated in a consistent manner. Interview questions and other selection techniques such as test are always planned in advance to avoid key factors being overlooked.

4.3.2 The selection methods used.

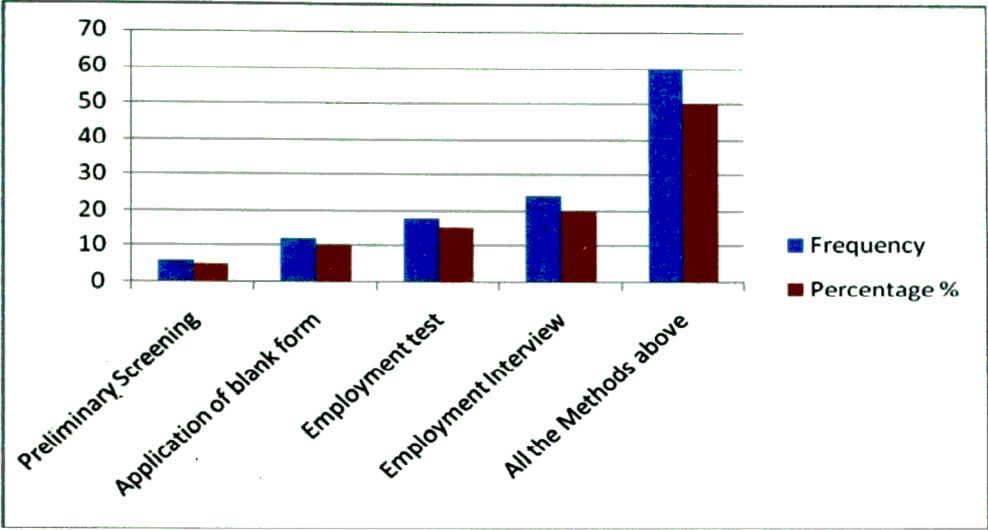
From the table above, out of the one hundred and twenty (120) respondents, sixty (60) representing 50% of the respondents said all the above methods were used. Twenty-four (24) representing 20% of the respondents said employment interview was used and then eighteen (18) representing 15% of the respondents said employment test was used. The managers said depending on the grade/level of job, the above mentioned selection methods are used especially at the entry level. For the mid levels, and management levels, interview at different departments are used.

Table 4.5 Methods of Selection Process

Selection Method used	Frequency	Percentage %
Preliminary Screening	6	5
Application of blank form	12	10
Employment test	18	15
Employment Interview	24	20
All the Methods above	60	50
Total	120	100

Source: Field Data

Fig.4.5 Methods of Selection Process



Source: Field Data

4.3.3 The Atmosphere during the interview

From the figure below when the question was asked what the atmosphere was during the interview, these were the responses. Out of the 120 respondents, 72 respondents representing 60% of the total respondents said the atmosphere during the interview was conducive.

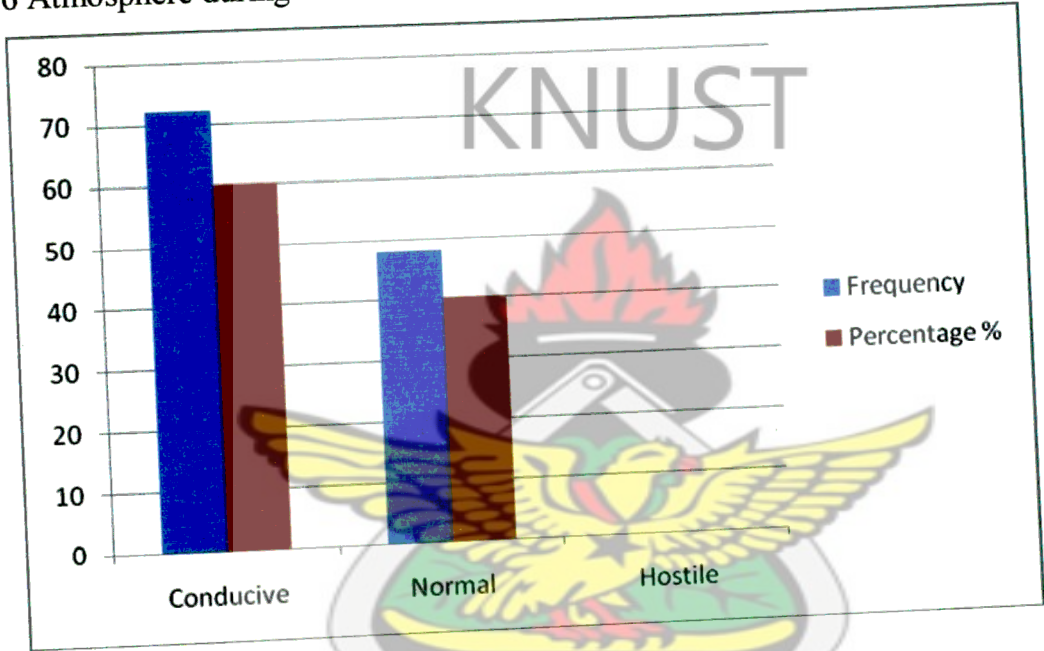
Forty- eight 48 respondents representing 40% of the total respondents said the atmosphere during the interview was normal. No respondent said it was hostile. It was also deduced that most of the candidates preferred the panel interview because it gives variety of questions from the panel which result in equal distribution of questions for respondents.

Table 4.6 Atmosphere during the Interview

Atmosphere	Frequency	Percentage %
Conducive	72	60
Normal	48	40
Hostile	-	-
Total	120	100

Source: Field Data

Fig.4.6 Atmosphere during the Interview



Source: Field Data

4.4 Environmental factors that influence the recruitment and selection process.

The environmental factors that influence the recruitment and selection process are legal factors, political factors and socio-cultural factors. The table below illustrates the responses to the above factors.

Table 4.7 Environmental Factors that Affect Recruitment and Selection Process

Environmental Factors	Strongly Agree	Percentage	Agree	Percentage	Undecided	Percentage	Disagree	Percentage	Strongly Disagree	Percentage	Totals	%
Legal factors such as laws, regulation court decisions	36	30%	60	50%	24	20%	-	-	-	-	120	100
Political factors such as executive -legislative and judicial influences	-	-	12	10%	24	20%	72	60%	12	10%	120	100
Socio-Cultural factors such as religion, tribe, customs, traditions family ties friends etc	32	26.67%	75	62.5%	10	8.33%	3	2.5%	-	-	120	100

Source: Field Data

From the table above out of the 120 respondents, 60 respondents representing 50% of the total respondents said they agreed that legal factors such as laws, regulations and court decisions etc affect recruitment and selection process at Stanbic bank, while 24 respondents representing 20% of the respondents were undecided. Their reason was that they had low legal consciousness and that they did not know the details of the policy.

On the part of socio-cultural factors, out of the 120 respondents, 75 respondents representing 62.5% agreed that socio-cultural factors such as customs, traditions family and friends affect recruitment and selection process at Stanbic bank. Their reasons were that in Ghana people are much valued and the concept of people is all equal, have been widely accepted by all.

They also said it was through word of mouth that they had information on recruitment but when it came to selection there was no socio- cultural influences of any sort, it was self performance.

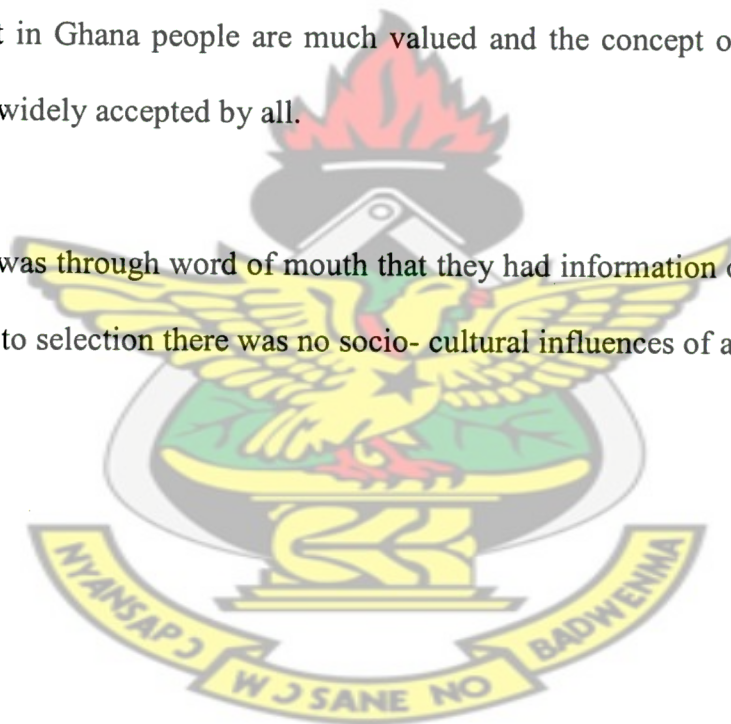


Table 4.8 Evaluation of effectiveness of the selection process

Table 4.8 Evaluation of effectiveness of the selection process

Effectiveness of the selection process	Strongly Agree	Percentage	Agree	Percentage	Undecided	Percentage	Disagree	Percentage	Strongly Disagree	Percentage	Totals	%
I did not see fowl play in the selection process	24	20%	60	50%	24	20%	12	10%	-	-	120	100
The job I have been assigned to is the same as the one I applied for.	60	50%	48	40%	12	10%	-	-	-	-	120	100
The selection process helped me to showcase my knowledge, skills and abilities	48	40%	72	60%	-	-	-	-	-	-	120	100
I was given adequate induction/orient	36	30%	60	50%	12	10%	12	10%	-	-	120	100

[illegible]

Source: Field Data

The responses collected are represented in the Table 4.8 above. The table shows that out of one hundred total respondents (120), sixty (60) respondents representing 50% strongly agreed that their performance at work were the reflections of the recruitment and selection process because they were assigned to the same job as they applied for. Forty- eight (48), respondents representing 40% agreed and 12 respondent representing 10% were undecided. None of the respondents disagreed.

Information gathered from the branch managers and then from the human resource manager indicated that there is less staff turnover except those who came to do National Service, and that performance appraisal and attitude surveys are conducted annually to confirm that. It was also confirmed that both successful and unsuccessful applicants were written to after the selection process. However the successful applicant's backgrounds are investigated into by contacting past institutions and telephone to their referees. The investigation is done to screen out unscrupulous persons and to assess the genuine of certificates provided.

When the question of the perception of the selection panel was raised, it came out that they were professionals, courteous and fair during the selection process. It was also deduced that out of the one hundred and twenty (120) respondents, ninety-six (96) respondents representing 80% agreed that the selection panel were professionals, twenty four (24) respondents representing 20% strongly agreed and none disagreed to that fact. The diagram above shows that.

A final question was asked whether the recruitment and selection methods used in the organisation are perfect and do need to be changed. Out of the one hundred and twenty (120) respondents, sixty (60) respondent representing 50% and thirty – six 36

respondents representing 30% agreed that it was perfect but still need some improvement. Their reasons were that the business world is growing and recruitment and selection process should change to match with the growing business world. 24 respondents representing 20% disagreed with that but gave no reason.

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CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Preamble

This research was undertaken to investigate into the recruitment and selection process of employees at Stanbic Bank Ghana Ltd. The investigation sought to ascertain whether Stanbic Bank Ghana Ltd has any recruitment and selection process which is fair and consistent. A brief look at most organizations in Ghana has no organised human resource outfit but this is not with Stanbic Bank Ghana Ltd. Stanbic Bank Ghana Ltd has an organised human resource outfit that are professionals and have requisite knowledge to man them. The Stanbic Bank has also built the needed institutional Capacity and/or methodology for staff recruitment.

The main objective of the study primarily was to research into the recruitment and selection of employees at Stanbic Ghana Ltd.

It attempted to determine whether Stanbic Bank Ghana Ltd had a recruitment and selection policy, to identify the various recruitment sources and to determine the tools and criteria used in the selection process. It further examined whether environmental factors, such as pressure from political, legal or social factors influences the recruitment and selection process and to evaluate the effectiveness of the selection process in employing the right candidate for the right job at Stanbic Bank Ghana Ltd. The results are further intended to arouse further research into Stanbic Bank based on some recommendations made at the end of the study.

5.1 Summary of Findings

Recruitment and selection have been seen as attracting a pool of qualified applicants for an organization out of which most qualified and needed applicants are offered a job in an organization. In the light of this, where the process is fraught with inefficiency and inconsistency, it is likely to have a bearing on the work performance of the persons so selected.

5.1.1 Recruitment Policy

The recruitment into Stanbic bank is based on the policy that is rarely revised (Human Resource Manager). The policy spells out how recruitment and selection is done and the legal requirement in connection to recruitments and selection is enshrined or included.

The first step in the recruitment process is notification of the various departments in the bank of the impending recruitment exercise to various departments and then sends their requirements in respect of vacancies to HR personnel. The requirements are then compiled and the vacancies in the organization are then filled through internal recruitment or external recruitment. Stanbic bank first of all considers internal recruitment where a job description of the vacancy is circulated through outlook mail to all staff. When there is no internal employee who is qualified to fill the vacancy or when there is a need for recruitment of a high calibre staff, external recruitment is sourced through advertisement.

5.1.2 The various Recruitment sources

Advertisement is done in many ways through the print media such as ‘‘Daily graphic and the Ghanaian times’’. The main reason for this is that it covers a wider area of the country and that it is the apparent political newspaper in the country. Recruitment agencies are also used and sometimes advertisement is done on the bank’s website in the internet. The internet gives an international coverage and invites all sorts of applicants with diverse requirements.

Depending on the requirements, applicant is shortlisted and invited for the selection process. After this stage, the applicants may be qualified as candidate.

5.1.3 The tools and methods used in the selection process

The selection process begins with the preliminary screening where initial short-listing is done. It involves asking a prospective applicant to complete an application blank or form to provide biographical information about the candidate. Those who pass the preliminary screening usually complete an application blank form.

The process continuous to employment test and this technique is a mechanism that is used to measure certain characteristics of individuals. The various test, which are employed include a job sample performance test, work simulation exercise, personality test to mention but a few helps to make good judgment of candidate.

The employment interview is done through a panel of employment team and depending on the job and position. When it comes to managerial level, a series of interview is done by the panel and also on a one to-one basis. The banks Managing

director and the line managers do this interview. With the lower and middle level workers the panel comprises the human resource manager, line managers where the vacancy is to be filled and a neutral person.

Normally structured and semi-structured interviews are conducted to give each applicant an equal chance to answer similar questions for a fair judgement when it comes to selection.

5.1.4 Environmental factors that affect recruitment and selection

Environmental factors such as legal, political, socio cultural factors normally influence recruitment and selection process in generally. But at Stanbic bank, legal factors such as Enactment from parliament such as employment issues enshrined in the Labour Act, 2003 (Act 651) are considered during recruitment and discrimination of any sort is not allowed during recruitment and selection process. Word-of-mouth is used to give information to friends, relatives or outsiders but any relationship of any kind is not influenced during the selection process. It takes hard work, exhibition of knowledge, skills and qualifications of applicants to be selected.

5.1.5 Evaluation of effectiveness of selection process

The evaluation of the effectiveness of the selection process stated that their performance at work was the reflection of recruitment and selection because they were assigned to the job that they applied for. There is also a low staff turnover and that the performance appraisal and attitude surveys conducted annually confirms that both successful and unsuccessful candidates were written to. The recruitment and

selection process is perfect but the respondent still think it needs a little update and innovation as the years go by.

5.2. Conclusion

Recruitment and selection process at Stanbic Bank Ghana Ltd is generally acknowledged to be fair and dependable with the policy of the bank as a whole. Although the respondents are aware of the recruitment policy, they do not know its details. The policy also rarely undergoes some kind of revision.

Stanbic Bank Ghana Ltd sources its applicants from both internal and external recruitment sources. The internal sources take precedents over the external sources and the main advertisement media is word – of - mouth, print media, recruitment agencies and the internet.

The selection methods used mostly is interview and it is still the main means of selecting staff as well as managers. Test is also sometimes used to assist selection decisions; however they are not used very often.

There is no effective way to evaluate the effectiveness of selection decisions, however the Bank uses structured and semi-structured interviews and includes Human resource staff with line manager and a neutral person together into interview panel to increase the validity of interviews.

Environmental factors that affect recruitment and selection process are the laws, regulations governing the recruitment and selection process which is deduced from enactment by Parliament of Ghana through the Labour Act 2003. (Act 561).

However socio-cultured factors are part of us as Ghanaians but that does not affect the selection process of the bank.

The findings however suggest that the respondents were satisfied with the recruitment and selection process, however they suggest the recruitment policy should be made readily available to all and that it should undergo changes and improvement yearly to match the growing developments.

5.3 Recommendations

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This section offers recommendations in an attempt to reduce or eliminate some constraints in the research work. However perfect a recruitment and selection process may be, it cannot be devoid of problems. This is the reason why the following suggestions and recommendations are made to find solutions to it that causes it to be improved and acceptable.

5.3.1 Recruitment and Selection Policy

First of all the recruitment and selection policy should always be made available to applicants / candidates due for selection so that they will have a fair knowledge of what is required of them as candidates and if possible potential employees. The policy should be revised at least yearly to attract modern recruitment and selection procedures. If possible candidates due for selection should be interviewed on the recruitment policy of the bank this is will make them study the policy to the later. Training should be organized for workers of various levels to acquaint them with recruitment policy.

5.3.2 The various recruitment sources

The bank has a website which creates internet application forms, it does not create different categories application forms it is therefore necessary to create application forms for different categories such as graduation programme application, short-term placement and vacancies for experienced people. In this case, it can clearly direct the applicant using the correct route to hand in their applications who are capable to meet the minimum requirements, but also shorten the whole application process such as posting CVs out and can help to avoid some worries such as post gone missing. On the other hand, online application could also help the Human resource department to reduce the paper workload and effectively avoid the problems of storing the private and confidential information. Other media to recruit apart from the online recruitment at Stanbic bank is the word-of-mouth. Word-of-mouth is not considered as a wider recruitment media and therefore introduces some kind of biasness and limitation to all those who have no link to employees of Stanbic bank.

It is therefore recommended that more recruitment agencies and print media should be considered to send a wider source of information to larger applicants.

5.3.3 Methods used in selection process

Although several popular selection methods have been adopted, the effectiveness of the usage should be further improved. The recommendations are as follows; It is recommended to make full records of the whole selection process. For example, CVs and application forms are not only the methods of accepting candidates but also reject ones with detailed rejection reasons; accepted candidates performance assessment records during probation periods records of those candidates who failed probation

with detailed reasons; complete records of all employees from their starting day to ending day. The reason of recommending having complete records is because they can be used for many analysis and research purposes, and more importantly, results based on complete records tend to be more valid and correlate interview ratings and test results with performance ratings to measure validity of selection decisions. It should not be difficult for Stanbic bank to do so since they have records of all accepted candidates including their interview ratings and test scores as well as appraisal system to assess employees' work performance quarterly. Nevertheless, what is needed is the establishment of linkage between those two sets of data by calculating the correlation coefficient between them.

Finally, it is recommended to give more study and trial on using assessment centres to select staff as it provide a greater chance to the candidates to show their abilities and it also gives the opportunity to the interviewers to examine the candidates from different aspects so that it might help to avoid subjectivity and some bias thinking.

This research is expected to add to the store of knowledge that could be found in Stanbic Bank Ghana Ltd. It is hoped that, it would generate interest and induce further research into the activities of Stanbic Bank in order to deepen knowledge in this regard.

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APPENDICE

QUESTIONNAIRE FOR WORKERS

Kwame Nkrumah University of Science and Technology

This research is being conducted by Juliana Abilla of KNUST for an MBA degree programme. The purpose is to investigate effectiveness of recruitment and selection process.

Recruitment and selection can simply be defined as attracting a pool of qualified applicants for an organisation out of which most qualified and needed applicants are offered a job in an organisation.

I will be most pleased if you could provide the possible answers considering the definition above by filling out the space provided.

Thank you.

Section one: Demographic of respondents

Please tick the appropriate box or provide the necessary comment/answer.

Demographic Characteristics.

Gender Male ☐ Female ☐

Age 20-30 ☐ 30-40 ☐ 40-50 ☐ 50-60 ☐

Length of time in the organisation Year(s)..... Months(s).....

Which of the following Departments do you belong? Finance ☐ H/R ☐

Marketing ☐ Non Finance ☐ Data ☐ MIS ☐ Monitoring and

Evaluation ☐ Branch ☐

Qualification PhD ☐ Post Graduate degree ☐ Bachelors Degree ☐

HND Certificate ☐ Other Qualification (please specify).....

Section Two: Question concerning Recruitment and Selection (An investigation into recruitment and selection process). To answer the question that follow please click the appropriate box or provide the necessary answer.

1. Which of the following advertising media did you get your information about recruitment from?

- a. National press []
- b. Radio []
- c. Television []
- d. Internet []
- e. Others (specify).....

2. How did you apply for the job?

- a. By filling application form []
- b. By applying through internet []
- c. By providing a CV []
- d. Others (specify).....

3. Who is responsible for recruitment and selection in your organisation?

- a. Line Managers []
- b. General Managers []
- c. Human Resource Manager []
- d. Others (specify).....

4. How will you describe the recruitment and selection process in your organisation?

- a. Excellent []
- b. Very Good []

- c. Good []
- d. Fair []
- e. Poor []

Comment on your answer given.....

5. Are you aware of any recruitment and selection policy in your organisation?

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

6. The following environmental factors influence the recruitment and selection process in your organisation. For each factor listed below, please indicate the extent to which you either strongly agree (SA), agree (A), undecided (U), disagree (D) or strongly disagree (SD) by placing a tick (✓) sign in the appropriate box

Environmental factors	SA	A	U	D	SD
Legal factors, such as laws, regulations, court decisions etc					
Political factors such as executive, legislative judicial influence					
Social and Cultural factors such as religion, tribe, customs, traditions, family ties friends etc					

7. Which of the following legal practices are found in the employment policy of your organisation during recruitment and selection process?

- a. Gender/ Sex discrimination []
- b. Social discrimination []

- c. Political discrimination []
- d. Discrimination against physically challenge []

8. Do you think the recruitment and selection team were professional in carrying out their task?

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

Comment on your answer.....

9. Which of the following activities do you think could enhance the performance of the recruitment and selection team?

- a. Training []
- b. On the job training []
- c. Education and development []
- d. Refresher courses []
- e. Others (specify).....

10. What is or are the main source(s) of recruitment and selection in your organisation?

- a. Internal source []
- b. External source []
- c. Both []

11. Which of the following external sources does your organisation use during recruitment?

- a. Through Educational institutions []
- b. Advertisement Media []

- c. Recruitment Agencies []
- d. Internet []
- e. Others (specify).....

12. Which of the following internal sources does your organisation use during recruitment?

- a. Organisational data base []
- b. Job postings []
- c. Promotion and job Transfers []
- d. Current Employees referrals []
- e. Others (specify).....

13. Which of the following selection methods are applied in your organisation?

- a. Preliminary screening []
- b. Application of blank form []
- c. Employment test []
- d. Employment interview []

14. Which of the following interview techniques do you think is the most preferred?

- a. One-to-one []
- b. The panel []
- c. Oral interview board []
- d. Group or Assessment Centres []
- e. Stress interview []

Give your comment.....

15. How will you describe the atmosphere during your interview?

a. Conducive []

b. Hostile []

c. Normal []

d. Others (specify).....

16. The following statements relate to the recruitment and selection practices of your organisation. For each factor listed below, please indicate the extent to which you either strongly agree (SA), agree (A), undecided (U), disagree (D), or strongly disagree (SD) by placing a tick (✓) sign in the appropriate box.



	SA	A	U	D	SD
I did not see any foul play in the selection process					
The job I have been assigned to is the same as the one I applied for.					
The selection process helped me to showcase my knowledge, skills and abilities					
I was given adequate induction/orientation at the beginning of my employment					
The selection panel were professional, courteous and fair					
The recruitment and selection methods used in my organisation are perfect and do need to be changed.					

QUESTIONNAIRE FOR MANAGEMENT

I am a final year student of the Kwame Nkrumah University of Science and Technology, Kumasi undertaking a course leading to the award of Master of Business Administration {MBA}.

As part of the requirements of the course, for the award of MBA, I have chosen to research on the topic: RECRUITMENT AND SELECTION PROCESS AT STANBIC BANK, GHANA.

Recruitment and selection can simply be defined as attracting a pool of qualified applicants for an organisation out of which most qualified and needed applicants are offered a job in an organisation.

I would be pleased if you fill out the following questionnaire as independently as you can.

Thank you.

1. Does this organization have a recruitment and selection policy?

a) Yes []

b) No []

2. Does your policy statement cover the following?

a) Gender/sex discrimination []

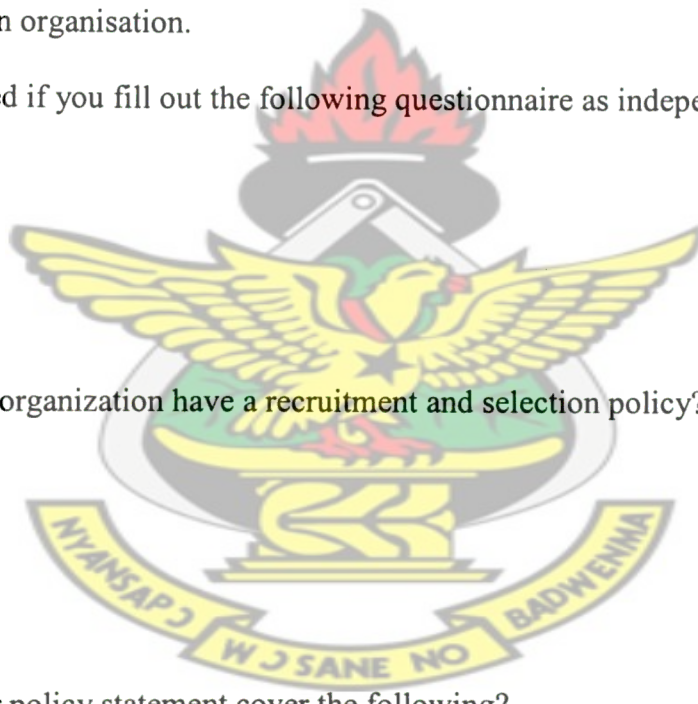
b) Discrimination against the physical challenged []

c) Political discrimination []

d) Social discrimination []

3) How do you fill vacancies in this organization?

a) Internal sources []



b) External sources []

c) Both sources []

3. If it is internal recruitment, do you conduct examination?

a. Yes []

b. No []

4. On what basis do you recruit employees?

a. Vacancy created []

b. Authority from above []

c. When applications are more []

5. What medium do you use to advertise for a vacancy in this organization?

a. Newspapers []

b. Educational institutions []

c. Employment agencies []

d. Previous employees []

e. Others (specify).....

6. Do you recruit unsolicited applicants?

a. Yes []

b. No []

7. If yes to question (5), which of these categories?

a. University Graduate []

- b. Professional Institutions Graduates []
- c. Polytechnic Graduates []
- d. Others (specify).....

8. Which of the following selection methods are used in your organization?

- a. Preliminary screening []
- b. Application blank form []
- c. Employment test []
- d. Employment interview []

9. Who makes decision on selection?

- a. Board of Directors []
- b. Human resource manager []
- c. Line managers []
- d. Others (specify).....

10. How often is this selection decision reviewed?

- a. Quarterly []
- b. Bi-annually []
- c. Yearly []
- d. Others (specify).....

11. Do you write to unsuccessful applicants?

- a. Yes []

b. No ☐ []

12. How is the applicant's backgrounds investigated into?

a. Telephone to referees ☐ []

b. Personal contacts ☐ []

c. Past institutions of applicants ☐ []

d. Others (specify).....

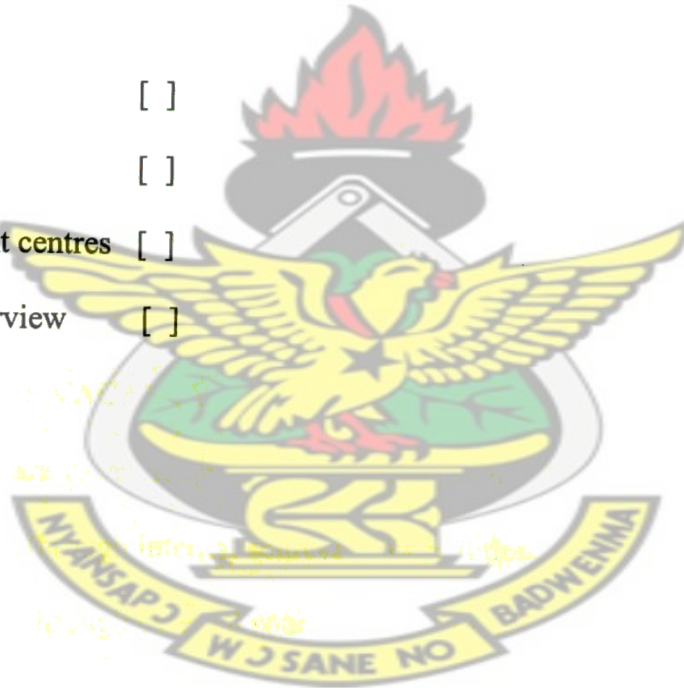
13. Which of the following interview types do you use as one of your selection process?

a. One to one ☐ []

b. The panel ☐ []

c. Assessment centres ☐ []

d. Stress interview ☐ []



KEY INFORMANTS INTERVIEW GUIDE-

The Human Resource Manager

INTRODUCTION

I am a final year student of the Kwame Nkrumah University of Science and Technology, Kumasi undertaking a course leading to the award of Master of Business Administration {MBA}.

As part of the requirements of the course, for the award of MBA, I have chosen to research on the topic: RECRUITMENT AND SELECTION PROCESS AT STANBIC BANK, GHANA.

Recruitment and selection can simply be defined as attracting a pool of qualified applicants for an organisation out of which most qualified and needed applicants are offered a job in an organisation.

I would be pleased if you could answer the following questions below considering the definition above.

A. SOURCES OF VACANCY

1. How are vacancies within the organization filled?
2. If it is through internal sources, how is it done?
3. If it is through external sources, what is the basis of the recruitment?
4. Do you recruit through unsolicited application?
5. Do you recruit through educational institution?

B. ADVERTISEMENT

1. What advertisement medium do you use for recruitment and selection process in this organization?
2. Which of these is the most efficient?

C. SELECTION

1. Who makes decision on selection?
3. Why is it necessary to investigate the background of applicants?
2. How often is selection decision review?

D. ENVIRONMENTAL FACTORS

1. How does legal factors such as laws and regulations and court decisions etc, affect your organizations recruitment and selection processes?
2. Do you have political interferences during recruitment and selection process such as executive and legal influences?
3. How do social and cultural factors such as religion, tradition, family and friends influence recruitment and selection process?

- E.
1. Do you make the organization's policy available to you workers?
 2. Is the policy made known to applicants who are to go through selection?