AN INVESTIGATION INTO THE CHALLENGES OF RECRUITMENT AND SELECTION PRACTICES OF THE AFRICAN MINING SERVICES AND THEIR EFFECTS ON ORGANIZATIONAL PERFORMANCE

By

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DECLARATION

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

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ABSTRACT

This present study sought to examine the challenges of recruitment and selection of staff in the African Mining Services (AMS) and their effects on organizational performance. The type of research design for this study was exploratory and it relied on primary and secondary sources of data. The researcher applied the qualitative approach. A questionnaire was chosen as the most appropriate design, with judgmental or purposive sampling being used to select respondents which ranged from top management to lower level employees. A sample of hundred 100 was used for the study. The data was analyzed using SPSS and Excel was used to present the findings in the form of the figures and tables. Elicited responses from the questionnaire point to the fact that the recruitment and selection process is characterized with challenges. The issue of the use of "connections" which is the greatest challenge seems to place unfair advantage over others, as more often than not, they are favoured compared to those who use the official application channels. The findings also indicated that the African Mining Services company uses advertisements, mainly newspapers and company websites to publicize job vacancies. The study also revealed that the methods used in the recruiting and selecting process were very effective and helped to improve employee performance. After conducting the research, the researcher suggests a link between recruitment and selection and organizational performance. Among the recommendations made were that potential employees should all be treated fairly in the recruitment and selection process. Also, proper job description and analysis should be conducted before vacancies are advertised. The transfer of findings of this study will be beneficial to Ghana's economy as regulations governing HR are crafted for the mining company.

ACKNOWLEDGEMENTS

DEDICATION

To my Mum and Dad for raising me to be a woman of substance and giving me the best of education and to all my siblings for their love and support especially Ekuwa Korsah, this work should serve as a motivation for you to work harder and achieve greater heights.

And to my beloved Charles Amissah-Koomson, I love you so much. Thanks for being the best!!

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List of Abbreviations

CIPD   - Chartered Institute of Personnel Development
AMS   - African Mining Services
AMSG (amsg)   - African Mining Services Ghana
R&S   - Recruitment and Selection
ILO   - International Labour Organization
HRM   - Human Resource Management
HR   - Human Resource
SPSS   - Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION

1.0   Background to the study

"We shall become a company of dwarfs if every one of us acquires people who are smaller than we are. But if each of us hires people who are bigger than we are, then we shall become a company of giants, "Ogilvy and Mather (2011). This quotation stresses on the significance of excellent employee recruitment.

Harrison (1973) contended that Human Resources are the most priceless assets of any organization. They are the active agents of production that accumulate capitals, exploit natural resources, build and develop social, political and economic organizations, plan and implement national development. He further stated that every organization, regardless of its size, product or service must recruit and select applicants to fill positions.

With this notion in mind, the significance of excellent employee recruitment is becoming a main concern in modern organizations. This is because it is one of the actions that has the greatest impact of bringing the right candidate into the institution and by this means having an influence on the performance of the organization at large. This has made organizations divert from what was habitually a gamble when recruiting employees. The old axiom, "People are organizations most important asset," for example, is now thought off as "the right people are the most important asset in the organization".

The concept recruitment and selection (R&S) is currently focusing on harmonizing credentials and inclinations of potential applicants alongside with the specifications and rewards innate in a particular job. Plumbley (1985) opined that to a large extent the

survival and profitability of enterprises is usually dependent on the calibre of the workforce. The researcher has noted the fact that recruiting wrong candidates for organizations can increase labour turnover and costs and lower self-confidence and poise in the present labour force. Such employees are likely to be displeased, and not give off their best resulting in them eventually leaving the organization. This means more resources must be spent to recruit again to fill the vacancies created by such employees.

The critical role that R&S play in the development of organizations cannot be underrated especially in a developing economy like Ghana. It forms the basis of the important Human Resource (HR) mechanisms. This is because there is the need for capable and potential employees who will innovate and create ideas to gain competitive advantage and also increase the market growth and share of the organization so that the country will have a stable economy.

In the past, the concept R&S was not given much consideration. Organizations did not make any considerations when recruiting and selecting workers for the company. Again, looking back in time, predictor of success for job applicants included educational backgrounds and experiences and in some situations employees were selected based mainly on the institutions from which they graduated other than on the actual skills they possessed. Also, mass employees were recruited through personal friends or relatives.

However, the concept differs today due to technological innovations, inventions and fierce inevitable competition coupled with demand for qualified, experienced and competent Human Resources to execute business strategies. Competition in industries has led to a focus on skills and abilities of people and not on machines. Even automation and computerization of operations require right and skilled people with technical knowhow behind these machines and systems to operate them in order to make things happen.

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Further to that, the demand for white collar jobs and drastic expansion of businesses globally, which has led to internationalizing, has made the concept of recruitment and selection more important and complex with trends and issues taking paradigm shifts because of the need for the right calibre of persons .

Also, the concept has become important due to the transformational change it has undergone and with this; most sectors and large organizations are using psychologists, consultants and outsourcing to improve on the recruitment and selection decisions. With the concept becoming more complicated each day organizations now contend with many issues such as keeping abreast with the dynamics of the market industry to ensure that efforts on staffing is neither directed at too minute a pool of labour nor wasted. This means that organizations select candidates who will be able to adapt to the various changing trends in the labour market.

Organizations are also challenged with a lawful liability of ensuring that no illegitimate favouritism or biases occur during the staffing process on the grounds of sex and sexual orientation, race, disability, age and religion or belief. Egalitarianism of opportunity is a fundamental element of the recruitment and selection process and a breach of this principle may at worst, contravene legislations that exist to protect individuals from discrimination. An example is the Labour Act, Act 651 of 2003 in Ghana, which spells out equal opportunity for all manner of people when it comes to considerations for employment. This Act shuns discriminations that are often exhibited on the grounds listed above.

In situations where companies are operating within local communities, the communities expect these organizations to employ some of the indigenes in the organization although they may not possess the skills needed to work in the organization. At worst, this may

lead to rivalry and unhealthy conflicts as some of the indigenes will not allow these companies to operate successfully in the locality.

The Government of Ghana is committed to creating a thriving and successful mining industry because it is at heart of Ghana's economy. Again, the government is committed to ensuring that this extractive sector thrives to create an environment for development and better living conditions. Many persons earn their living in the industry which offers a wide variety of careers for professional, skilled and semi-skilled workers. Management in the mining industry also consists mainly of business people and engineers who manage the mines, smelters and direct the search for new mineral deposits. Due to the lucrative nature of the mining sector, most unemployed people apply to the organization. This often poses a lot of challenges as the sector tries to get the best people to work within the organizations. The present case study attempts to assess the challenges faced by the African Mining Services (AMS), which is operating in Tarkwa in the Western Region, in recruiting and selecting their staff and how they affect organizational performance.

1.1   Problem statement

Recruiting and Selecting good applicant has always been challenging. As cited by Ripley and Ripley (1994) organizations today are critically concerned with employing, promoting and retaining excellent people and at the same time meet all regulatory requirements that come along with recruitment and selection. The Human Resource (HR) specialist managing the recruitment and selection task of the business or company is persistently faced with challenges, amongst them include ensuring that the skills of the applicant corresponds with the requirement of the organization and also recruiting excellent people or potential candidate who will meet the demands of the job for the organization.

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Recruitment and selection in Ghana, to a large extent, relies seriously on certain criteria and decisions are often subjective to the relationships that exist between employers and employees which is often known as the "to whom to you know concept". This, in turn, affects the recruitment and selection procedure and the performance of organizations because in most situations "square pegs are put in round holes" meaning ineligible applicants are appointed into job positions.

Debrah (2001) narrated that the stifled job marketplace in Ghana favours owners of companies more willingly than employees and the majority of candidates are pushed to take desperate measures to secure jobs. Some of these desperate measures are bribing personnel in the Human Resource Department or even having sexual relationships with some managerial staff as well as poorer terms and conditions of employment. Thus, the employer having a large team of candidates to choose from on his own condition takes advantage of the employee who is at his mercy. This makes the recruitment and selection process to become a custom or formality as against an objective and crucial way of ensuring that eligible candidates are selected. This often poses a great challenge to the Human Resource Management. It is in the face of these existing phenomena or concerns that the researcher wants to find out the challenges of recruitment and selection at AMS and whether they affect organizational performance.

1.2   Objectives of the study

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

1.2.1 General objective

The general objective of the study is to identify the challenges in recruitment and selection at the African Mining Services (AMS) and their effects on organizational performance.

1.2.2 Specific Objective

The specific objectives are to

i. identify the recruitment and selection practices at African Mining Services.

ii. evaluate the effectiveness of the sources of recruitment and selection practices at African Mining Services.

iii. evaluate the challenges that affect recruitment and selection practices at African Mining Services.

iv. identify the extent to which recruitment and selection affect organizational performance at African Mining Services

v. make appropriate recommendations on how to improve on the Recruitment and practices at African Mining Services

1.3 Research Questions

The research is guided by the following questions.

i. What are the general practices used to recruit and select employees at African Mining Services?

ii. How effective are the recruitment and selection sources at African Mining Services?

iii. What are the challenges that affect effective recruitment and selection at African Mining Services?

iv.   To what extent does recruitment and selection affect organizational performance at African Mining Services?

v.   In what ways can recruitment and selection practices at African Mining Services be improved?

1.4   Significance of the Study

Coakley (1999) narrated that the mining sector of Ghana, being an extractive area, contributes 5% of the nation's GDP with minerals constituting 37% of total foreign exchange, of which gold accounts for over 90% of the sum of mineral exports. In this case the nation's mining and minerals growth ministry remains focused on gold.

A study of this nature will help the AMS to adopt measures in the context of Human Resource Planning and Development in relation to recruitment and selection. The documentation of findings of this research benefits existing theories on HR. In other words, the study also has an academic significance because it will add to the existing literature on recruitment and selection and serve as a springboard for further research for those who intend to delve into HR related areas or studies.

The transfer of findings of this study will be beneficial to Ghana's economy or society as regulations governing HR are crafted for the mining company.

Again, the findings and recommendations of this study will provide a framework for the adoption of sound recruitment and selection practices in the mining sector in Ghana as any HR Department in any mining company embarks on human resource planning and development. Finally, this study will help to strengthen the HRM unit of the African Mining Services company especially in the area of Recruitment and Selection.

1.5 Overview of Methodology

The philosophy behind this research was exploratory as the researcher explored the conditions prevailing at AMS in terms of the challenges of recruitment and selection. The researcher used the inductive approach to generate the theories. Qualitative data was collected through questionnaires.

The type of sampling technique used was judgmental or purposive sampling technique. This research study drew its data from both primary and secondary sources. The primary data sources collected by researcher from the field were analyzed using the Statistical Package for Social Sciences (SPSS) and presented using excel generated tables and figures. Secondary sources of information however were mainly information about the company AMS as well as recruitment and selection practices established in staff handbook, yearly reports and also the organizational website both in hard and soft copies. All through the research, importance was laid on the challenges of Recruitment and selection practices to the company.

1.6 Scope of the study

The scope of this study is confined to recruitment and selection challenges facing African Mining Services, a mining company in Tarkwa, in its quest to attract competent applicants for employment. The study focused on only recruitment and selection as an HRM function.

Consequently, the research was carried out to identify R&S practices and ascertain the challenges and effectiveness of recruitment and selection of the AMS, thus challenge of recruitment and selection in other mining companies was left out of the study. The inclusion of other mining companies would have made the study too broad.

1.7   Limitations of the study

Recruitment and selection of various workforces in the mining companies in Tarkwa Metropolis is worth researching into. This is because the area is rich in natural or extractive resources like gold and manganese (Nsuta, also in the same area) which has attracted many companies. Ideally, the study should have covered all these companies but this was not possible due to inadequate financial resources and the limited time frame within which the study was carried out. Besides, AMS is a unique company which offers mining related services to the real mining companies including exploration and drilling services. Therefore, since the study could not cover all the other mining firms the findings are peculiar to the African Mining Services (AMS) located at the Tarkwa Metropolis in the Western Region of Ghana.

1.8   Organization of the study

This research work is divided into five chapters, each with its sub-headings. The first Chapter gives an introduction to the research. Also included are the background to the study (with the intention of giving a framework), statement of the problem, objectives of the study, research questions, significance of the study and also addresses the limitations of the research. Finally, the organization of all the chapters of the research is provided.

The Second Chapter reviews the range of core theoretical literature necessary to understand the Recruitment and selection concepts particularly as they apply to the topic under study.

The Third Chapter provides the methodology of the study and here, data collection process and methods, the population covered by the study, description of the study, sample and sampling method, instruments for data collection and methods of analysis are provided.

The Fourth Chapter presents the results of the questionnaires distributed, data analysis, interpretation and discussion of the findings. It also explains how the data responses are analyzed to achieve the objectives of the study.

The Fifth Chapter gives a synthesis of the study, conclusions drawn are found here. Based upon the results of the research recommendations are made for potential improvement in the R&S practices of AMS

2.0   Introduction

Recruitment and selection is a well researched area in Human Resource Management. Nevertheless, the more a study is conducted on the concept, the more controversial it becomes. The present chapter presents a review of literature related to the study as documented by other writers or authorities. The essence of this review is partly to provide a frame work which will constitute the basis for drawing similarities and differences between this study and those of other writers and identify areas that require further investigation. The review covers major issues such as:

2.1. The Concept of recruitment and selection - Definition of recruitment and definition of selection

2.2. Sources of recruitment

2.3. Methods of selection

2.4. Recruitment process

2.5 Selection process

2.6. Recruitment versus selection

2.7. Recruitment and selection in Ghana

2.8. Challenges of recruitment and selection

2.9 Recruitment & selection and performance of employees and organization

2.1   The concept of recruitment and selection

The acquisition of manpower process begins with recruitment and continues with selection. Various authors have defined the terms recruitment and selection in various ways. Though there are differences in definitions, there are certain principles and notions

which are common to the various definitions. An example of this commonalty is that both are an HR activity. According to Foot and Hook (2005), even though the two HR functions are very much linked and are sometimes used interchangeably, each is unique and requires a distinct variety of credentials and capabilities as well as skills and expertise, and may in practice be fulfilled by different professionals. By this, the researcher wants to add that recruitment and selection are two sides of the same coin. They go hand in hand because there can be no recruitment without selection and that the reverse is true.

2.1.1   Definitions of recruitment

Khan (2008) contended that recruitment can be carried out through publicity and advertisement. He regards recruitment as a means of informing the market that new people are going to be appointed. Khan, by this definition considered only external source of recruitment. However, it should be noted that recruitment can also be done internally.

Bernthal (2001) supported Milkovich and Boudreau, (1991) when he defined recruitment as a continuous method of identifying and pulling a cluster of prospective applicants from both inside and outside the company for assessment before employment. Once these applicants are identified, the process of selecting appropriate employees for employment can begin. This involves collecting, measuring, and evaluating information about candidates' qualifications for specified positions. This definition talks about the need to recruit from both within and outside the organization.

Milkovich and Boudreau, (1991) stated that the recruitment process involves identifying and attracting a pool of candidates, from which some will be selected to receive employment offers. They further added that ineffective recruitment precludes poor chances for effective candidate Selection. This is because when recruitment falls short,

selection must proceed with a pool of poorly qualified candidates. This definition by Milkovich and Boudreau further expatiated on the need for effective recruitment

Cherrington (1991) affirmed all these views and added that recruitment as a managerial process includes sustaining and developing the most adequate internal and external resources necessary for competitive personnel assurance in order to achieve organizational objectives. Cherrington, in this way, limited the recruitment procedure to only managerial staff, which meant that outsourcing and consultants were not needed.

Mussazi (1985) defined recruitment as the process of securing enough applicants so that during the selection process, they can be matched with the jobs. He advocated that the sort of information asked for on most application forms included personal characteristics, marital status, experience, academic/professional qualification as well as addresses of referees. Mussazi said the information gathered about each candidate is carefully evaluated and those who match the recruitment are shortlisted and invited for the selection interview.

Awuku (2000) also saw recruitment as the search for employees both inside and outside the organization to fill vacancies with the major objective of obtaining highly qualified employee at lowest cost. He went further to say that the importance of recruitment should not, therefore, be underestimated since it constitutes the most important single aspect of the personnel function.

To sum up, it is observed that all the definitions explicitly or implicitly noted that the concept recruitment is a procedure of identifying and acquiring the most excellent and experienced candidate from inside or outside an organization for an employment

opportunity in a well-timed and resource effective way. Recruitment is thus, the activity which links the employers and the job seekers.

2.1.2   Definitions of selection

Erasmus et al, (2000) stated that selection is aimed at determining whether potential candidates have the necessary competencies to fill the vacancy. They defined selection as a process of finding the most suitable individual to fill a vacancy. This means that in selection, only potential candidate who meet the selection criteria are considered. They further added that the competencies of the applicant versus the requirements of the job are taken into account during the selection process.

Robert (2005) debated that selection is principally a prediction task. This is because the candidate is selected based on a criterion without any evidence as to whether he or she will perform or not. His argument affirmed that of Yoder (1975) who defined the term as the process by which applicants for employment are divided into two categories, that is persons who are to be offered employment and those who are not.

Bratton and Gold (2003) defined selection as the process by which managers and others use specific tools to obtain persons most likely to succeed from a multitude of applicants in the job(s), given management goals and legal requirements. Thus, in their opinion, selection needs not to be handled by managers alone. Also instruments and measures are used to obtain the right candidate from the pool of candidates.

Mathias and Jackson (2004) stated that the selection decision should be executed through a series of activities which will enhance the probability of acquiring individuals who are adequate goal-oriented individuals. They define selection as the process of choosing individuals who have the needed qualification to fill jobs in an organization.

Schuler and Jackson (2006) also stated that selection is a process that requires the acquisition and usage of information about a candidate in order to establish who should be hired for long or short term positions. They further opined that selection starts by means of an evaluation of the requirements to be met by the latest hire, together with the technical facet of the job and the more difficult to quantify organizational needs; and finally applicants are then assessed to determine their competencies, preferences, interests and individuality.

Grobler et al (2006) synthesized R&S thus, whereas recruitment encourages individuals to seek employment, the purpose of the selection process is to identify and employ the best qualified individuals for specific positions.

2.2   Sources of recruitment and selection

Most authorities including Mathias and Jackson (2004), have stated that recruiting plan and guideline decisions entails recognizing the source to recruit, the person or who to recruit and the procedure or how recruiting will be done. They also claimed that every organization has the alternative of opting for an applicant for its recruitment processes from two categories of sources that is either internal or external sources. Besides, most employers combine the use of both sources from within and outside the organization. The sources inside the organization (for example internal transfer and job rotation of workers, promotions, and job enrichment) to fill a vacancy are acknowledged as the internal sources of recruitment. Recruitment of applicants from extra sources (like outsourcing agencies, e-recruiting methods) is known as external sources of recruitment.

Drucker, (1999) supported the view of Mathias & Jackson (2004) stated above that, the recruitment process must not be restricted to only one source; it is feasible and habitually pleasing to merge methods to boost the recruitment success of a particular project.

Drucker, (1999) however, maintained that, recruitment outside the organization may not be needed if there are enough qualified candidates internally.

According to the Chartered Institute of Personnel Development (CIPD) (2006) the key general recruitment channels employed to attract candidates consist of: adverts in local or national newspapers and reports, recruitment outfits and search firms, employee referral schemes, business websites and professional journals. This indicates that the CIPD only acknowledged the external source of recruitment and selection

2.2.1 Internal recruitment

Cloete (1985) stated that filling positions inside the organization is accomplished by transfers or promotions and job rotations. However, when promoting employees, the seniority factor must not be the lone consideration. Factors such as performance, experience, skills and education, among others, must be a measure of internal Selection.

Beach (1980) contended that it is essential to match job requirements with worker qualifications, irrespective of how long the employee has been in the institution. This will help to fit the right candidate against the right job requirement.

2.2.2 External Recruitment

Beach (1980) stated that many different external sources are available provided there are screening and selection devices. External recruitment includes: internet recruitment or e-recruiting, labour unions or associations, word of mouth through present employee, institutions or events, telephone recruitment and advertisement.

2.2.2.1 Internet Recruitment

Searle, (2006) narrates that with advances in technology internet recruitment has become a key medium for recruitment by employers and recruitment agencies. Since 1998 there

has been a significant increase in the number of organizations using their corporate website, job boards and professional/career websites as recruitment channels. He further stated that Internet recruitment seems to be more attractive to certain types of job-seekers example young white men, more highly educated applicants, frequent job changers, as well as those already in employment.

In the words of Redman and Wilkinson, (2006), internet recruitment can generate chances for organizations to use an amount of pre-selection tools and tests. This form reduces recruitment cost, thus helping to improve the likelihood of a match between applicants and job vacancies.

2.2.2.2 Labour unions/Associations

Labour experts believe that labour unions are sources of certain category of workers. In some companies such as construction firms, labour unions have usually supplied employees to employers. The general practice is that candidates are available through a union and workers can be posted to exact jobs to meet the demands of the employers.

Saiyadain and Monappa (1996) conceded that due to linkages with union and officer's associations, a certain percentage of personnel agreed on by management and the union has to be utilized in the new openings. They explained that in such a case, management can introduce the merit - cum - seniority criteria for recruiting. This system, they contended has an advantage of absorbing people already acquainted with the company culture and hence, job training can be reduced.

2.2.2.3 Word of mouth through present employees.

Cook (1993) indicated that applicants are sometimes recruited by word of mouth, through existing employees. This has an advantage of finding employees who will stay longer

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within the organization and are less likely to be dismissed aside the fact that this method is cheaper.

Breaugh and Mann, (1984) in Kirnan et al., (1989) asserted that people recruited by word of mouth have a clearer idea of what the job really involves and therefore stay longer. This recruitment method appears to be increasing in popularity, although it is not a new practice. It also exists in the use of employee referral schemes, a process whereby potential candidates drawn from current employee's network are suggested by these same existing employees.

2.2.2.4 Institutions/Events

Job in trade and industry has become increasingly technical and complex to the point where higher qualification is required. Consequently, many large organizational liaise with institutions of higher learning or technical and recreational schools for recruitment to various jobs.

According to Armstrong, (1991), institutions or events (such as medical offices, schools, community sports organizations, health fairs, job fairs, special events, community events, and churches) are often used as a setting for recruitment. Schools present a promising avenue for the recruitment and assessment of youth. Their primary advantage is that they house a large number of students in one place and present a captive audience.

Even though Saiyadain and Monappa (1996) argued that campus recruitment has a disadvantage of limiting selection to only entry positions, some organizations in an attempt to fulfilling their social responsibilities, generate employment interest from students they assist, which may help fill future organizations. Internships and work/school programmes are also being used.

2.2.2.5 Telephone recruitment

Telephone recruitment is a fairly straightforward way to randomly select respondents from the larger population. The telephone facility provides an important advantage over a lot of methods. The telephone source of recruitment also provides a means of contacting many households and is relatively cheaper and very effective, as it is often required for large-scale research, and of making a quick determination of eligibility and willingness to participate in the study. However, Armstrong (1991) has identified some disadvantages of the telephone method, some of which include its limitation to households with telephones, the problems of missing or changed phone numbers, challenges presented by technology (such as answering machines or caller ID) that complicate the ability to reach people, and relatively easy refusal or termination of the conversation by unwilling respondents.

Kaplan and Norton (2004) found that recent advances in telecommunications and in telephone research methodology have made telephone recruitment and surveying an increasingly attractive option in many research fields which needs to be reinforced and encouraged.

2.2.2.6 Advertisement

It has been observed that advertisement in local or national newspapers, trade and professional journals is generally used when qualified or experienced personnel are not recruited from another source. Moreover, information about the organization, job description and job specification can thus, be provided in the advertisement for scrutiny by the prospective applicants. Advertisement can be used to recruit participants. Armstrong (1991) further added that it has the advantages of being cost effective and it is very convenient.

Saiyadain and Monappa (1996) reiterated that a well planned and well executed advertisement for an appointment reduces the possibility of unqualified people applying. They further stated that if an advertisement is unambiguous and very clear candidates can assess their abilities and suitability's for the position

2.3   Methods of Selection

Grobler et, al. (2006) have affirmed that selection tools for virtual organizations must be efficient to administer and should make quick decision possible. They further suggested that technologically advanced selection tools will provide the answer.

2.3.1   Interviews

The interview continues to be the most popular and frequently used method of selection, even though research studies have found interviews to be poor predictors of future performance in the job (Makin & Robertson 1986 cited in Foot & Hook, 2005).

Interviews does not clearly show whether an applicant can perform a job or not but if interview errors such as stereotyping, making assumptions are eliminated it can help in recruitment. An interview, simply defined, is a meeting in which one person learns information from another. An interview is used to achieve a number of different ends including job placement. The objective of an interview is to assess a possible candidate to see if he/she has the skills and intelligence suitable for the workplace.

According to Golhar and Deshpande (1997), although most personnel and staffs are selected by means of one – on - one interview, written examinations and panel interviews are also used for the selection process. This is because applicant selection errors are prevented when such multiple selection systems are used.

2.3.2   Selection test

Williams (1995) proposed that to ensure equitable treatment while simultaneously providing a method of evaluating and narrowing candidates to effect a selection within the firm, test creation, test validation, interviewing techniques, assessment centres, performance-based examinations, and other strategies have become techniques used by firms.

Saiyadain and Monappa (1996) added that individuals are different in their job related abilities and skills. These skills can be adequately and accurately measured for comparison and this form the basic assumption underlying the use of tests in personnel Selection. They continued to list psychological test, achievement test, aptitude test, personality test, intelligence test and interest test as some representative examples of tests.

2.3.3   Education and past experience

Saiyadain and Monappa (1996) narrated that there was a time where a university degree was a sufficient qualification for a job. Today, employers look at grade point, average, division and percentage of marks as well as work experiences as prerequisites for a job. Although these are not best predictors of future work performance on the job, little has been done to utilize it systematically for the selection process. This is used especially when selection is carried out in an academic institution or organization

2.4   Process of recruitment

The process of recruitment and selection as indicated by Anderson and Shackleton (1986) is that the excellence of new Human Resources depends upon the recruitment activities of the organization and that the relative effectiveness of the selection phase is innately reliant upon the calibre of candidates attracted.

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Indeed, Smith et al. (1989) argued that the selection process becomes less important when the recruitment stage is carried out more effectively. They further added that when organizations decide to fill existing vacancies through recruiting individuals for further selection, the first stage is to conduct a comprehensive job analysis. Although this activity may already have been conducted during the human resource planning process, it should be done comprehensively again at the time there are vacancies. The organization gains a clear indication of the particular requirements of the job, where that job fits into the overall organization structure. It can then begin the process of recruitment to attract suitable candidates for the particular vacancy.

Schuler and Randall (1988) identified seven processes which must be followed by organizations to achieve success. These processes are:

i.   Development of a policy on recruitment and selection and retention.

ii. Needs assessment to determine the current and future human resource requirements of the organization. If the activity is to be effective, the human resource requirements for each job category and functional division of the organization must be assessed and a priority assigned.

iii. Identification, within and outside the organization, of the potential human resource pool and the likely competition for the knowledge and skills resident within it.

iv. Job analysis and job evaluation to identify the individual aspects of each job and calculate its relative worth.

v.   Assessment of qualifications profiles, drawn from job descriptions that identify responsibilities and required skills, abilities, knowledge and experience.

vi. Determination of the organization's ability to pay salaries and benefits within a defined period.

vii. Identification and documentation of the actual process of recruitment and selection to ensure equity and adherence to equal opportunity and other laws.

2.5   The selection decision

According to Castetter (1992), the selection process is a vital activity wherein decisions are made about which personnel will fill positions that become vacant.

Tekeste, (1996) explained that selection procedures are usually structured around information relating to the work history of the candidates and their education and training and requires a position-matching plan designed to link available personnel with the position requirements. He further contended that while the calibre of candidate is determined by the value of the recruitment process, the selection decision remains a difficult one.

Dale (1995) argued that most mistakes of selection are caused by the fact that managers generally give little thought to the critical nature of the decisions. Again, employers are surprised and disappointed when an appointment fails, and often the person appointed is blamed rather than recognizing the weaknesses in the process and methodology. It has been noted that even the soundest of techniques and best practice (in selection) may contain scope for error and that some of this is due to the methods themselves, but the main source is the frailty of the human decision makers.

Schuler et al. (1993) added that selection tools available to organizations can be characterized along a continuum that ranges from the more traditional methods of interviews, application forms and references, to the more sophisticated techniques that encapsulate biographical data, aptitude tests, assessment centres, work samples, psychological testing, and so forth. Each method of selection has its advantages and

disadvantages and comparing their rival claims involves comparing each method's merit and psychometric properties. The degree to which a selection technique is perceived as effective and perhaps sophisticated is determined by its reliability and validity.

2.6   Recruitment versus selection

Both recruitment and selection are the phase of employment process. They play a vital role to the Human Resources department. Proper use of these techniques helps to ensure that a company does not encounter costly hiring mistakes. However, the two are not the same. The relationship or differences between them include:

i. Recruitment as a process involves probing for applicants for employment and motivating them to apply for jobs in the organization. On the other hand, selection involves the sequence of steps through which candidates are screened for and the most suitable person for the vacant posts is chosen.

ii. The basic rationale of recruitment is to attract more employees to apply to the organization through the creation of a talent or pool of candidates who will aid in the selection of the best applicant. The selection decision, however, has the vital intention of choosing best candidates to fill the various positions in the organization based on the criteria set by the organization.

iii. There is no legal contract binding during the recruitment process because it deals with just the attracting of a pool of applicants whereas selection decision leads to a legal contract of employment between the chosen employee and the employer.

iv. Recruitment is an optimistic process as it encourages additional Human Resources to apply into the organization while selection is somehow a pessimistic process due to the refusal of the inappropriate candidates.

v. Recruitment is connected with tapping Human Resources from various sources whereas selection is concerned with choosing mainly the appropriate candidate through a range of selection methods or sources.

2.7   Recruitment and selection in mining companies in Ghana

In Ghana, there is a perception that R&S in organizations is largely influenced by the Ghanaian "whom you know" culture (that is a practice whereby people recommend their own relatives and friends to be employed by their organizations).

Bediako (2008) affirmed this perception when he stated that HRM decisions in Ghana are often influenced by personal relationships between managers and employees and this intends affects the recruitment and selection procedure. However, he was quick to add that this does not mean merit is out of the question but rather it is in line with personal interest rather than organizational interest.

Recruitment and selection in the mining sector is carefully carried out due to the nature of the job. Careful security, health and medical examinations are done to ensure that the right candidate is selected for the job and people who fail such examinations are shown the exit. This is because employers of the company do not want to be vicariously liable for the tort of employees due to the carelessness of the selection panel.

2.8   Challenges of recruitment and selection

Much of the recent literature on personnel management has emphasized the necessity for the recruitment and selection of employees who are committed to the goals of the organization. Organizational recruitments and selections are not without problems.

Grobler et al (2006) identified time and resources constraints as the major setbacks to effective recruitment. They contended that recruitment is becoming expensive and time

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consuming these days and advised organizations to put in place mechanisms to monitor and control cost

Writing on a similar topic, Gberevbie (2008), argued that the greatest challenges organizations face during recruitment relates to how to find and recruit the best candidates. Finding the best possible candidates is becoming elusive for many organizations because of skills shortage in the labour market.

Besides the difficulties in getting good candidates, organizations are also faced with the problem of retention. Another problem relates to the challenges posed by globalization and the growing sophistication of recruitment (Jike, 2003).

The traditional recruitment methods are proving to be less adequate due to jobs becoming more complex and technical. Organizations are being pushed to explore new ways of attracting competent people.

Kilibarda and Fonda (1997) noted that the problem of inefficiency may be as a result of a difficulty in distinguishing good practice from common practice.

Axelrod et, al. (2001), added that the nature of work in the 21st century presents many challenges for staffing. For example, knowledge-based work places greater demands on employee competencies; there are widespread demographic, labour, societal, and cultural changes creating growing global shortfalls of qualified and competent applicants; and the workforce is increasingly diverse.

Finally, external interference, poor planning (Ayaji, 2001) and bad recruiter attitude (Amadasu, 2003) are other challenges that organizations need to overcome in order to achieve recruitment targets.

2.9   Recruitment and selection Practices and Performance

Recruitment, as a Human Resource Management role, is one of the actions that has an impact on the performance of an organization. It is best that much effort is put in the recruitment and selection practices because it is understood and accepted that poor recruitment decisions continue to limit goal achievement and affect organizational performance. (Randall, 1987)

The concept is also significant in ensuring worker performance and positive organizational outcomes. Selection of workers occurs not just to add to a workforce or replace departing employees but rather aims at putting in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2009). Recruitment and selection plays a pivotally important function in shaping organization's effectiveness and performance. If organizations are able to make an accurate prediction regarding their future abilities, recruiting and selecting staff in an effective manner then performance will be high.

Pilbeam and Corbridge, (2006) provided a significant literature on the possible optimistic and pessimistic aspect of the concept stating that there are compelling reasons for getting the recruitment and selection of employee's right. This is because it is fundamental to the functioning of an organization, thus when employees are developed it helps sustain the growth of organizations and increase their performance.

Inappropriate selection decisions are frequently unfair on the individual recruit and can be distressing for managers who have to deal with unsuitable employees. It also quashes reward and development strategies, eventually organizational effectiveness is reduced.

CHAPTER THREE

METHODOLOGY AND ORGANIZATIONAL PROFILE

3.0   Introduction

This research is aimed at investigating the recruitment and selection challenges of the AMS and their effects on organizational performance. This chapter looks at the research design, data sources, target population, sample and sampling procedure and the data collection methods used to obtain the needed data. A brief overview of the African Mining Company (AMS) understudy has also been stated in this section. Generally, research design leads to relevant sites and materials as well as the collection and analysis of these information paramount to the study because it provides direction and guidelines to that effect (Zikmund 2000).

3.1   Sources of data

This research study drew its data from two main sources; primary and secondary data sources.

3.1.1   Primary data sources

The primary data sources refer to data collected and analyzed by the researcher from the field. The main primary data for the study were the responses obtained from respondents through the questionnaires administered.

3.1.2   Secondary data sources

Sources of data gathered by a person or researcher other than the user of the information is referred to as secondary data. This study depended largely on information about the AMS and their R&S practices established on the company website, as well as documented organizational information on R&S policy.

Employee brochure and annual reports also constituted the secondary data used by the researcher. During the study, emphasis was placed on the significance of recruitment and selection to the company. This gave a general good idea concerning what the organization refers to as recruitment and selection and the weight attached to the theory. The data obtained from these sources were scrutinized for suitability, reliability, adequacy and accuracy.

3.2   Population

Researchers often have interest in people or items with similar characteristics that he or she wishes to study, such items or people constitute the population for the study. The individual units or members within a population are defined by the research questions. Target population is the population to which the researcher would like to generalize his or her results. The target population for this study was the employees of the African Mining Services Company.

The staff strength of the company operating in the Tarkwa Metropolis as at the time the researcher was obtaining the data stood at hundred and fifty (150). Due to the nature of the job in the AMS, these figures changes from time to time and most employment contract are not fixed especially for the labourers. The staff strength consists of eight (8) management staff including five (5) expatriates, twelve (12) supervisors at different departments, twelve (12) senior staff, six (6) junior staff, ten (10) national service personnel and one hundred and two (102) labourers (labourers are also regarded as junior staff in the company). The members of the target population had characteristics and experiences that were capable of producing responses needed by the researcher.

Table 3.1 Population and Staffing Situation

Staff situation	Number of people
Management Staff	8 people
Supervisory Staff	12 people
Senior Staff	12 people
Junior Staff and National Service Person	16 people
Labourers and Support Staff	102 people
Total Staff	150 people

Source: AMS payroll data, Tarkwa Bankyim March 2013

3.3 Sample and Sampling techniques

A sample is concern with the selection of a number of cases or members from within the population to estimate characteristics of the whole population. This becomes necessary because the entire population cannot be studied due to the size, time constraints, cost and inaccessibility.

This study had a population size of one hundred and fifty (150) people and this large size made it impossible for the researcher to test every individual member in the population. For this reason, a sample size of one hundred (100) respondent representing two thirds (2/3) of the population was chosen for the study using the judgemental or purposive sampling. Surprisingly all questionnaires were retrieved due to the arrangement the researcher made with the company. Ample time was allowed for participants and questionnaires were collected in batches for a period of one month. Out of the population of hundred (100), twenty (20) were management staff and supervisors who were the top level and the remaining eighty (80) were the combination of senior staff, junior staff, labourers and support staff who constituted middle level and lower level employees. This

was because two different questionnaires were designed for these categories. They were sampled using judgmental or purposive sampling technique. With this type of sampling technique, researchers select by handpicking the cases to be incorporated in the sample on the basis of their knowledge ability or typicality about issues under study. Thus, in judgmental sampling or purposive sampling, people whose opinions are thought to be relevant to the research topic are chosen subjects for the study. In this case, the judgment of the researcher is more significant than acquiring a probability sample. It is often used when the researcher wants a sample of expert.

3.4   Data collection instruments.

The validity and reliability of any study to a large extent depend on the technique used in collecting data. Data collection instruments are the tools that the researcher uses to collect data from the field to provide answers to the questions raised in the research project.

3.4.1   Questionnaire

Twumasi (2001) observed that the questionnaire is widely used for collecting data in educational research and other qualitative research because it is very effective for securing formal information about procedures and condition and for inquiring into the options and attitudes of the subject. He further added that it is an efficient method in the sense that many respondents can be reached.

The data collection instrument used to elicit relevant data for this study was a questionnaire.   The questionnaire was a self designed instrument made up of three sections A, B and C and consisted of closed and open - ended type of questions.

Section A sought information from the demographic profile of the respondents while section B, focused on information that highlighted recruitment and selection sources. In

part C, opinions on how to solve some challenges of recruitment and selection were gathered.

Two different set of questionnaires were designed. One was designed for employees and the other for the human resource department and managers. This is because opinions of both employees and management on the issue of recruitment and selection were needed by the researcher.

The questions in the questionnaire for employees contained 19 items, while that of human resource department and managers contained 23 items. The open ended questions were meant to seek information from the respondent's point of view while the close ended ones consisted of statements that were followed by alternative answers from which respondents could choose by ticking. (See appendix 2&3)

3.5 Data analysis techniques

Data from the completed questionnaires were first scrutinized for consistency then they were processed and collated in a meaningful way for easy comprehension. After editing to remove mistakes, the data were coded to facilitate enumeration and addition. The coding enabled the researcher to group responses into limited number of categories for easy analysis. With the aid of Statistical Package for Social Sciences (SPSS) and excel, the final data was presented in charts and diagrams format.

The researcher decided to include "additional information" section because even though this information was not directly related to the research, it still had a strong connection to the concept.

3.6 Organizational profile

Figure 3.1: Cross section of employees and machineries AMS uses to provide mining services
Source: AMS file March 2013

3.6.1 History of AMS

African Mining Services is one of the largest Contract Mining Company's in Africa with established support networks in Australia and Europe. AMS is a wholly owned subsidiary of Ausdrill Limited, a publicly listed Australian Company (ASX: ASL). AMS was established in 1996 and until February 2005 was a joint venture company owned and operated by Ausdrill Limited 50% and Henry Walker Eltin 50%. In March 2005 AMS became a 100% subsidiary of Ausdrill Limited.

Ausdrill is a company strategically positioned to provide a comprehensive array of services to a number of global sectors. A diverse range of businesses sit under the Ausdrill Group umbrella, providing services to the mining, earthmoving, manufacturing, logistics, automotive and telecommunications industries across the world. The Ausdrill Group employs over 3,000 dedicated personnel worldwide. Ausdrill Ltd is a public listed company on the Australian stock exchange (ASX).

Bankyim is the regional administrative and maintenance hub providing plant management and component rebuilding, warehousing, purchasing, logistics, human resources and administrative personnel for all of the AMS operations in Ghana. The company has worked hard in the past and continues to work for many major and smaller mining houses in providing full contract mining services, full drilling services and also exploration.

3.6.2   Mission, Vision and Core values

3.6.2.1 Vision statement

It is the vision of the company to be the most professional mining services and drilling contractor, using the most advanced equipment and the latest technology available, to service their clients worldwide.

3.6.2.2 Mission Statement

It is the company's mission to work safely to:

a. Provide their clients with quality job, at a reasonable price, within a realistic time frame.

b. Provide employees with an adequate reward for their skills, knowledge and efforts

c. Provide shareholders with a reasonable return on invested funds.

3.6.2.3 Core values

a. Safe production is number one priority

b. Employees are the most valuable asset

c. Pride in the company's performance

d. Caring for the environment and respecting customs, cultures and beliefs of the indigenous people, wherever the company operates work.

The company believes that satisfied clients are their partners for the future. They provide all their employees with a career path and training opportunities so that employees gain experience and expertise.

3.6.3 Activities of the company

With a strong client focus, the company offers safe and cost effective load and haul, drill and blast, grade control drilling, pit dewatering, crusher feed, stock pile re-handle, associated civil earthworks and wet and dry plant/equipment hire. In addition AMS provides an exploration drilling service through a modern and well maintained fleet of reverse-circulation, diamond and rotary air blast/core drilling rigs.

AMS also offers contract surface mining and exploration drilling services to the mining industry throughout West Africa that is Ghana, Mali, Burkina Faso and Cote D'Ivoire and in East Africa in Tanzania and Zambia. AMS has provided mining services since 1996 and Ausdrill the parent company has established operations in Africa since 1991.

3.6.4   Organizational structure and staff strength

AMS has eight (8) divisions each is headed by a manager who directly reports to the general manager. The managers also have supervisors who work under them in each department. There is currently 150 staff employed by the company. Majority are on contract basis due to the nature of the job of the company. Most activities are on contract basis and majority of the employees (about 60%) are skilled labour.

The HR department has a centralized system consisting of ten (10) people: a manager, a supervisor, a front desk officer and seven (7) national service personnel. Together, these people ensure consistency and uniformity in policy formulation, practices and implementation. Again the HR department is responsible for staffing, and reward systems, whereas performance appraisal, job design and specification and training and development are done collectively with supervisors.

3.6.5   General HRM practices

HRM and Business strategy is observed as very significant in the operations of AMS. These existing HRM and business strategies are explicitly planned not merely to coerce the aim of the organization but, in addition, to move in compliance with the nation's Labour laws, Act 651. Workers are furnished with a company brochure after appointment. This enlightens the employees with reference to etiquette, rules and regulations of the company, as well as right and responsibilities as an employee and safety and health practices due to the nature of the task of employees at the AMS. Because AMS is a subsidiary of Ausdrill PLC and is, therefore, answerable to AMS Accra, it has most of its HRM practices and policies in line with the parent company which is the administrative and dictatorial organization for Ausdrill Plc in Australia.

AMS import most of its top management positions from Australia and these professionals are groomed to adapt to the host country's environment. They ensure that most of them have adaptability skills so that they can cope with the host country needs, laws and culture. The mode of communication and ensuring consistency in AMS is basically through the employee handbook.

3.6.6 Recruitment and selection Practices

Recruitment and selection is given an important priority. The AMS employee brochure plainly gives emphasis to the fact that the staffing procedure within the organization is *"fair and equititable and its intended to get the right people with the right skills, knowledge and attitude in the right jobs.* To ensure ease of access and equal opportunity for all, AMS also advertises in local newspapers that cover the entire nation. Also, before external recruitment is carried out preference is given to current employees and for top level positions however, vacancies are not applicable to employees but are filled through management discretion and recently through the use of performance appraisal. Thus internal recruitments are done basically based on promotion. The nature of the sector and especially how lucrative the sector is often makes a number of unemployed people apply into the organization even when advertisement have not been made.

With this background, it is therefore a step in the right direction to investigate into the recruitment and selection practices of the African Mining Services. The recruitment and selection process is one of the most important HRM function at AMS. It is the point of entry into the company and also where the company recruit talents that drive their goals and interest.

3.7   Data/information collection from a case study organization

A letter of introduction was collected from the Head, Department of Managerial Science through the Registrar of KNUST School of Business. This intended to inform the HR manager of AMS about the researchers exercise. The researcher's letter stated the time and period of visit to the company. The staff had had prior information about the researcher's visit. The employees asked for 5 days to respond to the questionnaires. The researcher agreed to this arrangement and returned to the organization to collect the completed questionnaires. On the whole, the researcher used one month to collect the completed questionnaires. A hundred percent (100%) retrieval of the questionnaire was attained because every respondent returned his/her completed questionnaire
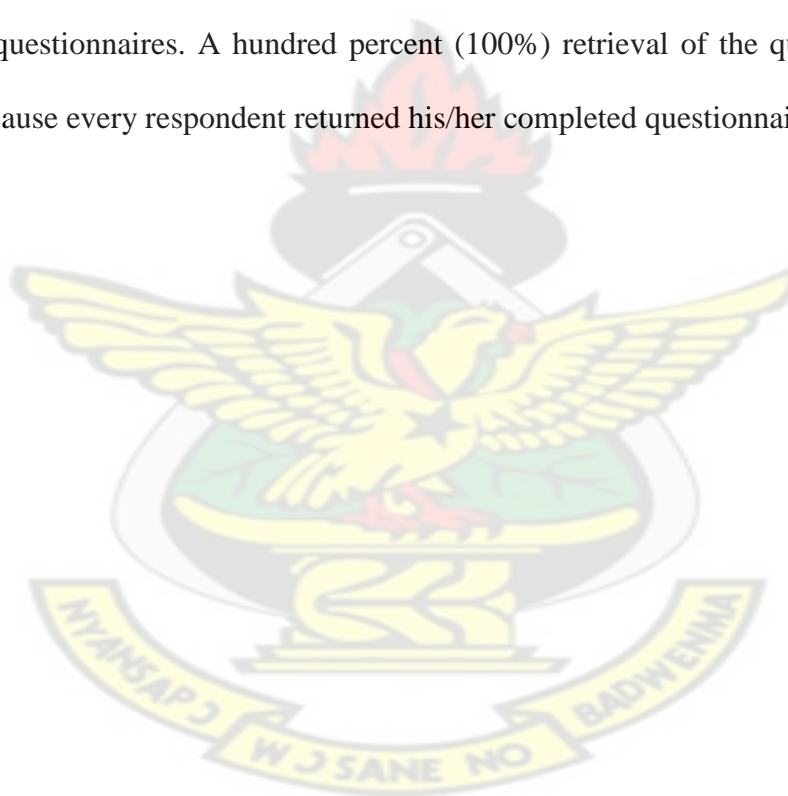
CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0   Introduction

In the previous chapter the data collection tool and procedures used in obtaining the data for this empirical study was discussed. The present chapter looks at how the results of the findings were analyzed using the SPSS and then proceeds to discuss the findings and draw similarities and differences as documented by writers in Chapter two, the literature review. Since two different questionnaires were designed, the first part of the analysis deals with responses from the HR department, managers and employees whiles the second part deals with analysis of responses peculiar to employees and then those peculiar to the HR department and managers.

4.1   Sex of respondents

Figure 4.2 reveals the sex of the respondents used for the study. Out of the total population of hundred (100), 62 (62%) were males and 38 (38%) were females. This means that more males participated in the study than females partly due to the sampling technique used by the researcher. It can also be deduced that there are more male workers at the AMS than females which is not surprising since men are preferred in this sector due to the nature of the work. Traditionally, women have had very little involvement in exploration, mining, mineral processing and servicing activities. The direct involvement of women in mining companies is generally limited to activities such as human resource management and its related activities, accounting and finance and cleaning and catering services. With this, the researcher wishes to add that it should not be mistaken for gender biases or imbalance because it is mostly men who possess some of these skills needed for the nature of work at the mining sector.
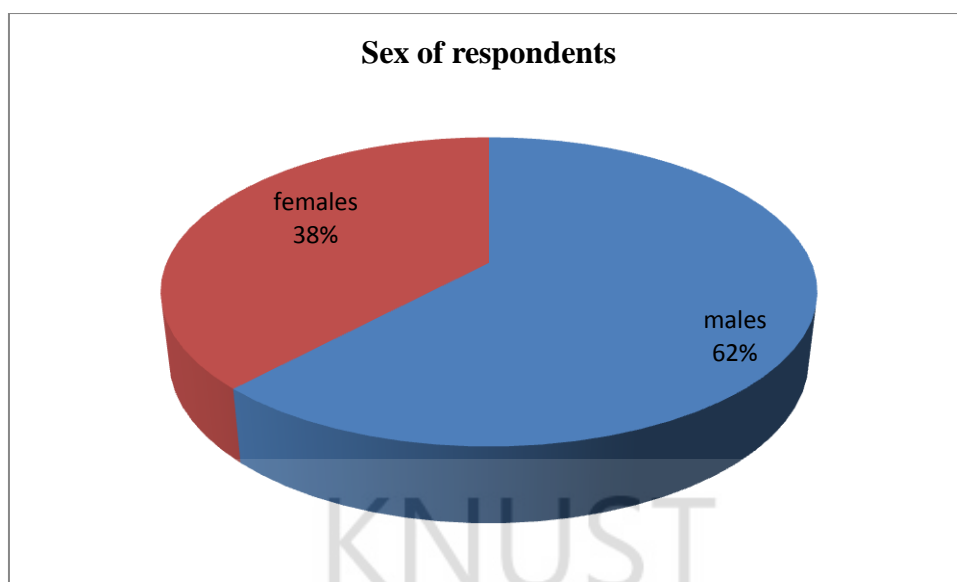
Figure 4.2: Sex of respondents
Source: Researchers field study March 2013

4.2   Age of respondents

With reference to the age of respondents as shown in table 4.2 below, sixteen (16) people representing (16%) are within the age range of 20-24, 20 (20%) are within the 25-29 range, 30 (30%) are within the age ranges of 30-34 and 18 (18%) are within the 35-39 range while 16 representing (16%) are within 40 years and above domain. This means that the majority of the employees fall within the range of 30-34 since they are young and energetic to carry out the main task of the organization. The nature of the work again requires hard work and energy. This finding agrees with that of Grobler et al (2005) who found out that "older people (50+) and the long term unemployed received significantly less attention or were unemployed" this came up in a recent HR study regarding staffing practices in some companies in South Africa

At AMS, those who are 40 years and above are mostly senior management who have been working for long and have experienced internal recruitment and selection through promotions. Usually after 5 years of employment such people are transferred to other

subsidiaries of the Ausdrill. Again AMS does not employ young people below 16 because such an act will contravene the labour laws of Ghana.

Table 4.2: Age of Respondents

Age ranges	Responses	Percentages (%)
20-24	16	16.0
25-29	20	20.0
30-34	30	30.0
35-39	18	18.0
40 and above	16	16.0
Total	**100**	**100.0**

Source: Researchers field study March 2013

4.3   Educational Background

In an attempt to ascertain whether educational background is an option during recruitment and selection the researcher included the above question in the questionnaire. To this, 4 (4%) are secondary school leavers, 42(42%) are polytechnic graduates whiles 54(54%) are university graduates. It can be observed from figure 4.2 that the majority of employees are university graduates therefore; the conclusion is that indeed educational background is an option in the selection criteria of the company. This is because employees feel such people possess the skills and knowledge necessary to execute the job task. The 4 (4%) of the population who are secondary school leavers are the cleaners of the company. This findings affirmed the words of Saiyadain and Monappa (1996) that there was a time where a university degree was sufficient qualification for a job especially where selection is carried out in an academic institution or organization and even today,

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employers still look at grade point, average, division and percentage of marks although these are not best predictors of future work performance.
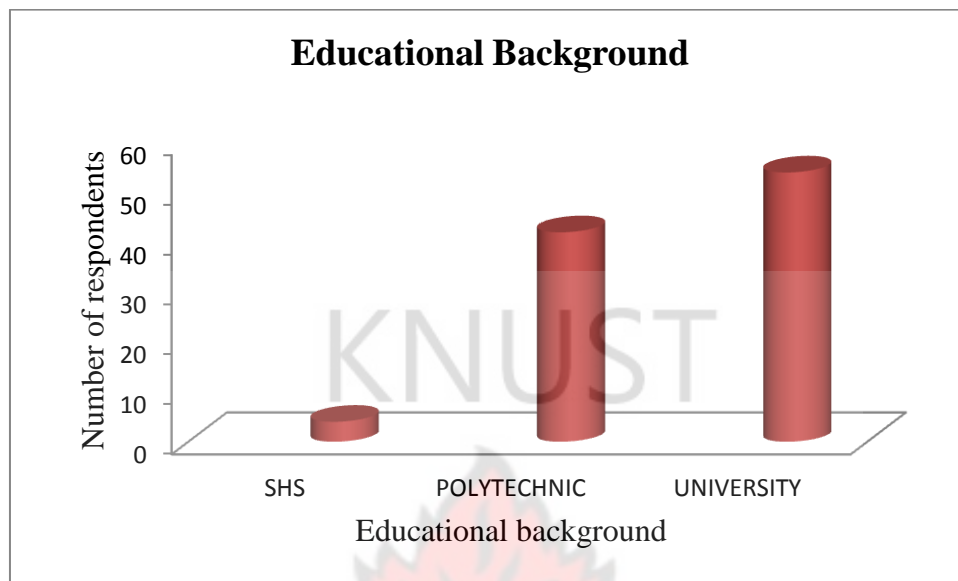
Figure 4.3: *Educational Background of respondents*
Source: Researchers field study March 2013

4.4   Academic Qualifications

The researcher also enquired about the academic qualifications of the respondents as a prerequisite of the AMS selection criteria. This formed a subsidiary to figure 4.3 above. Out of the 100 respondents, 42 (42%) possessed HND while 46 (46%) possess first Degree. The option "other" category had 12 (12%). This category "others" consisted of four 4 (4%) WASSCE holders and eight (8%) masters' degree holders. From the figures, it could be realized that, the organization has varied levels of qualified personnel who execute the day to day activities of the organization. This is represented in figure 4.4 below
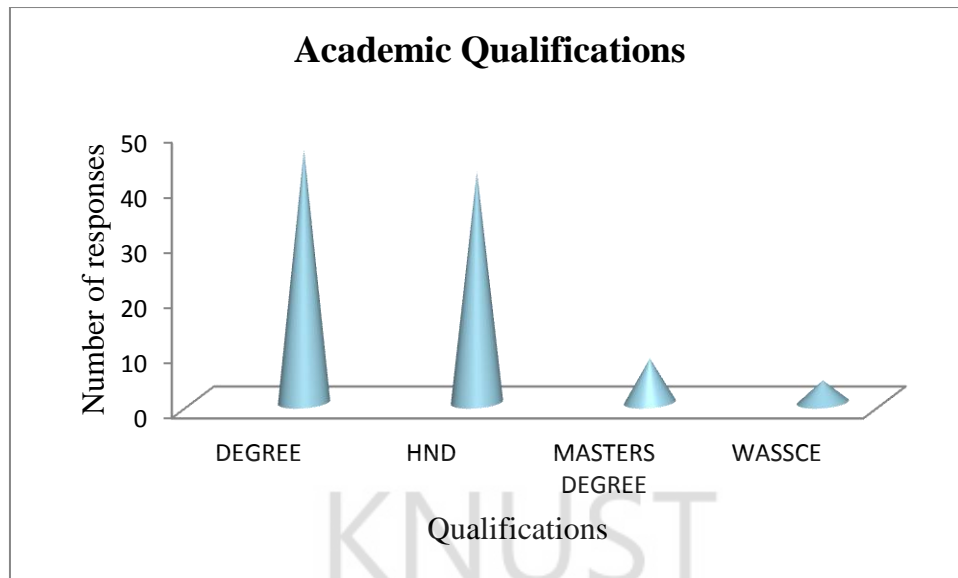
Figure 4.4: *Academic Qualifications of respondents*
Source: Researchers field study March 2013

4.5   Respondents work unit / department

Although the fact remains that recruitment and selection is the sole responsibility of the HR department, the researcher wanted to find out the extent to which employees in other departments are familiar with the recruitment and selection practices of the organization since they all went through some or all of these practices. To this extent, the researcher included work unit / department to evaluate the opinion of respondents from the various departments. With this, Human Resource Department was represented by 10 (10%), Accounts and Finance Department 3 (3%), Stores Department 8 (8%), Purchasing and Supply Unit 16 (16%), Logistics Department 6 (6%) and Maintenance Section 50 (50%), Safety Unit 4 (4%), IT Department 3(3%). From the results above, it can be concluded that maintenance department participated more in this research because it is the department with the highest number of employees in the organization and that is where most activities take place. These answers have been represented in table 4.3 below

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Table 4.3: Work unit / department of respondents

Work unit / Department	Responses	Percentages (%)
Human Resource Department	10	10.0
Accounts and Finance Department	3	3.0
Stores Department	8	8.0
Purchasing and Supply Unit	16	16.0
Logistics Department	6	6.0
Safety Unit	4	4.0
IT Department	3	3.0
Maintenance Section	50	50.0
Total	**100**	**100.0**

Source: Researchers field study March 2013

4.6   Employee's current position

As shown in figure 4.5 below, it could be observed that 8 (8%) employees are managerial staff, 12 (12%) employees are supervisors, 12 (12%) employees are senior staff, 68 (68%) employees are categorized under junior staffs consisting of national service personnel, labourers and employees who provide support services. This means that most of the respondents are junior staff because they have not worked up to the maximum years to qualify for promotion to senior staff level.
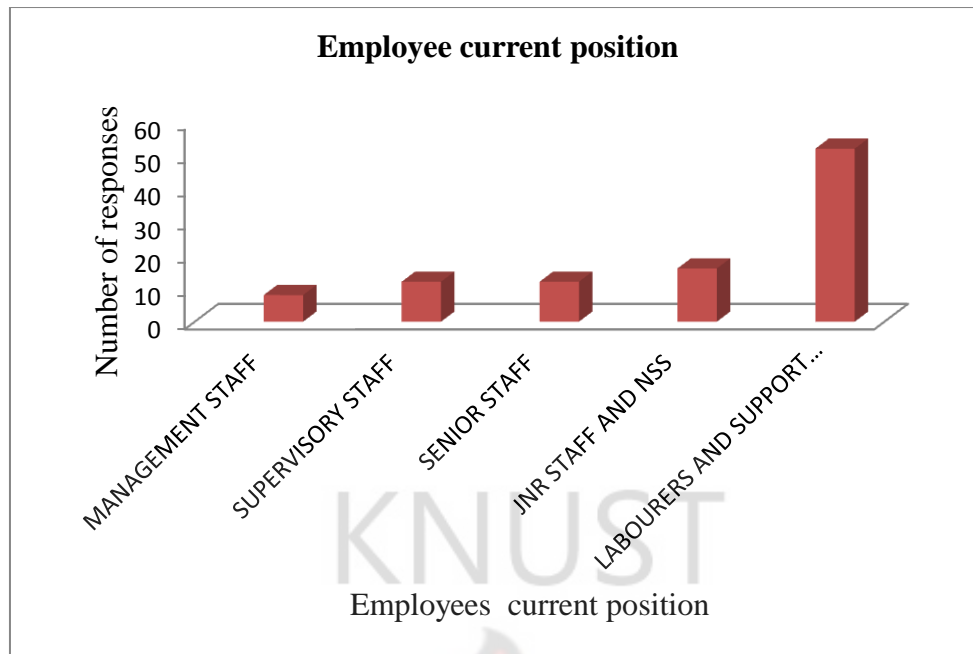
Figure 4.5: Employee current positions
Source: Researcher's field study March 2013

4.7   How employees were recruited

Figure 4.6 below, provides a representation of the answers provided by the respondents on how they were recruited into the organization. It could be observed that 56 (56%) respondents ticked "Yes" for advertisement, 20 (20%) respondents ticked yes to word of mouth through current employees, while 24 (24%) respondents ticked "other sources" and wrote company website and National Service Secretariat as external source of recruitment for AMS. It can therefore be concluded that, advertisement is the preferred option of the company and that the majority of employees were recruited through that medium because it helped the company to spell out the requirements for entry, minimized biases and discourage unqualified applicants from applying.

This finding confirmed what Saiyadain and Monappa (1996) reiterated that a well planned and couched advertisement for R&S reduces the possibility of unqualified applicants applying. Saiyadain and Monappa (1996) further stated that if an advertisement

is unambiguous and very clear candidates can assess their abilities and suitability for the position. The other alternatives used by employees were mainly through company websites, where applicants could download the forms and fill and also national service posting by the National Service Secretariat.

Also it was observed that to some extent AMS recruits employees externally by word of mouth through existing employees. By this such recruits when selected work hard in order not to tarnish the reputation of the existing employee who assisted the new recruit in securing the job. This finding to some extent supported the words of Cook (1993) that applicants are sometimes recruited by word of mouth, through existing employees although advertising remains an option for job vacancies. This has an advantage of finding employees who will stay longer and are less likely to be dismissed aside the fact this method is cheaper.
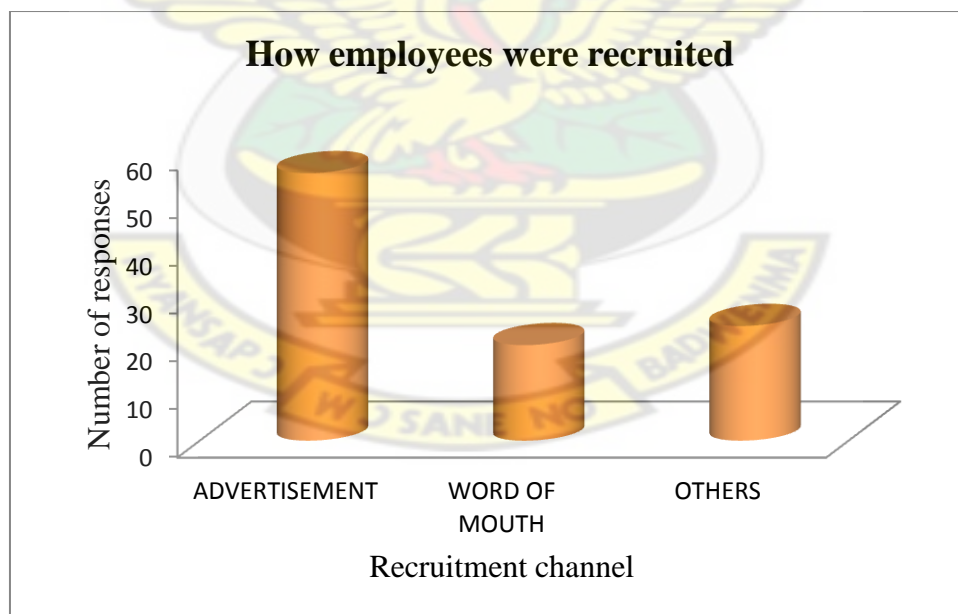
Figure 4.6: *How employees were recruited*
Source: Researchers field study March 2013

4.8 Awareness on recruitment and selection policy

The researcher wanted to find out if the company had any formal policy for recruiting and selecting employees. All the 50 respondents agreed that the company had a formal policy for recruiting and selecting employees. They indicated that this has been clearly stated in the company handbook. On the part of managers and the HR department there was a column for them to further state the policy. This was stated in line with what is written in the AMS handbook as *"fair and equitable and it is intended to get the right people with the right skills, knowledge and attitude in the right jobs.* This again is in line with the labour laws of Ghana as well as the International Labour Organization (ILO) laws on maintaining fairness and equity in R&S into the mining sector. Respondents stated that the recruitment and selection procedures at AMS were mainly an internal arrangement. When vacancies occur, the human resource department identifies the various departments where there are vacancies, and the department then assesses staff qualifications. Those who qualify are appointed to fill these vacancies.

4.9 Company's sources of recruitment

The researcher wanted to find out the main sources from which the company recruits. To this end, a question was posed to respondents on which source the company mainly recruits. From figure 4.7, out of the 100 respondents 44 (44%) opined for the internal source while 48 (48%) opined for the external. Eight, (8%) stated both sources were used as a mode of recruiting. It can be seen that the majority of the staff of AMS think that the company recruits mainly through the external source. It was however explained that it is when the skill is needed from outside that the external source is needed however if the skill is needed from within, there is no need for external recruitment. This supports the opinion of Drucker, (1999) who stated that the recruitment process must not be restricted to only one source. It is feasible and habitually pleasing to merge methods to boost the

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recruitment success of a particular project. Drucker, (1999) also maintained that, recruitment outside the organization may not be needed if there are enough qualified candidates internally.
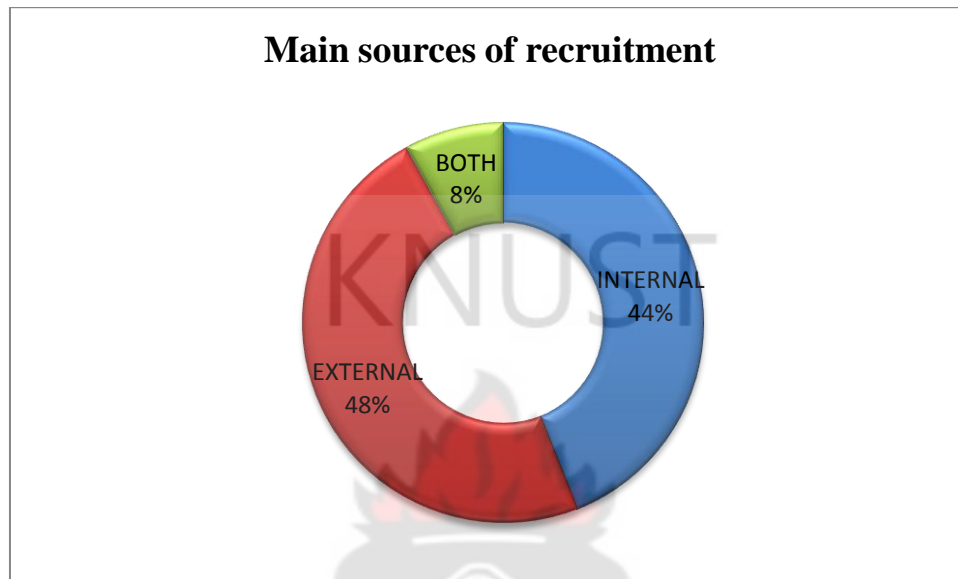
Figure 4.7: *Company's main sources of recruitment*
Source: Researchers field study March 2013

4.10   Applicable external sources

The study also sought the opinion of respondents on the applicable external sources of recruitment used by the company. From the Table 4.4 below, the use of advertisement as a source of recruitment had 86 (86%) saying "Yes" and 14 (14%) saying "No". On the use of labour unions as an external source 0 (0%) answered "No", same results was witnessed with the professional associations and employment agencies. The finding for the "other option" includes 15 respondents (15%) saying Yes to Internet source. It could also be seen that AMS sources for applicants mainly through the advertisement. Sources such as professional associations and employment agencies are not used at all. This, the researcher thinks it is due to the lucrative nature of the sector, as a casual worker, the researcher once observed that even when vacancies have not been advertised, hundreds of

application letters are received on daily basis, therefore it will be such a huge problem advertising in some of these sources as majority of people are constantly in tuned with these channels or media.

On the part of internet usage as a source of recruitment, the company feels that with technology advancement there is the need to use that medium as a source of recruitment to attract certain category of job seekers example highly educated ones. This finding confirmed that of Searle (2006) that with advances in technology, internet recruitment has become a key medium for recruitment by employers and recruitment agencies.

Table 4.4: Applicable External Sources

Applicable External Sources	Response Yes	Percentage	Response No	Percentage	Total
Advertisement	86	86.0	14	14.0	100
Labour unions	0	0.0	100	100.0	100
Word of mouth	20	20.0	80	80.0	100
Internet	15	15.0	85	85.0	100

Source: Researchers field study March 2013

4.11   Effectiveness of the recruitment procedure

One of the objectives of the study was to evaluate how effective the recruitment and selection practices of AMS are. Therefore, respondents were asked to select from the responses labelled "very effective" through to "poor". The figure below reveals that out of a sample of 80 thus only employees, 26 respondents (26%) think the practices are "very effective" thus, the right candidates are employed by the company, 44 respondents (44%) were of the opinion that the practices are "good" and that the methods needed for the right persons to be employed are used, 6 respondents (6%) think the practices of AMS

are "not effective", 2 respondents (2%) were "indifferent" and 2 respondents (2%) think the R&S practices of the company are "poor". They explained that these practices always give room for favouritism especially with internal recruitment. In the case of external recruitment some people are employed without necessarily going through all the appropriate right procedures.
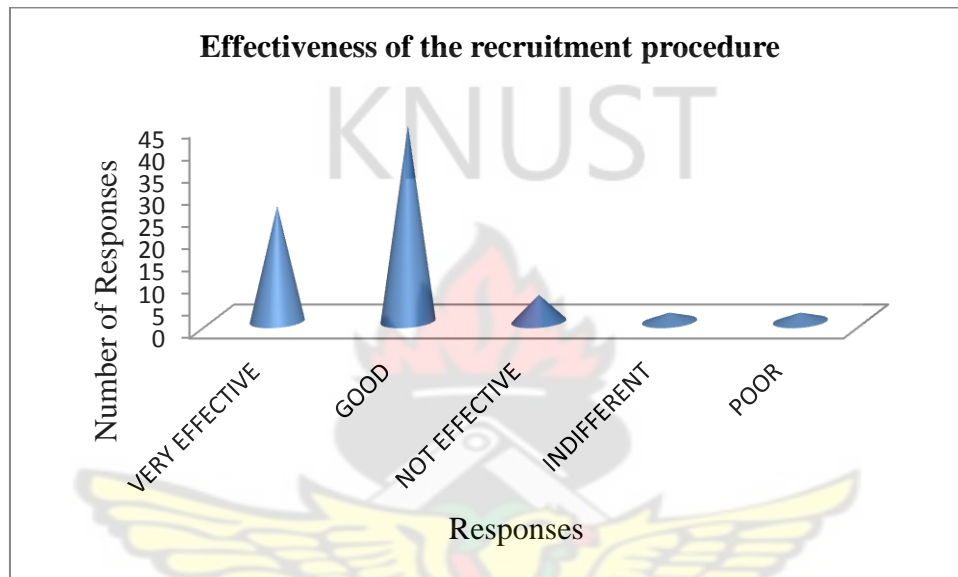
Figure 4.8: *Effectiveness of the recruitment procedure*
Source: Researchers field study March 2013

4.12 Availability of employee agents

With outsourcing and employee recruiting agents becoming a norm in today's business world, the researcher wanted to find out the extent to which the company relies on outsourcing and employee agents as a source of R&S. To this end, respondents were asked to indicate whether or not they were aware of any employee agent that does recruitment and selection for the company. The researcher observed that all the 100 respondents (100%) indicated that the company does not rely on any employee agents. The researcher is of the opinion that the concept recruitment and selection is too crucial to

be left into the hands of agents without the active involvement of HR and the line managers. It is therefore clear that outsourcing is not a method used by AMS in R&S

4.13 Publication of job vacancy

The study wanted to find out the extent to which the company makes job vacancies known to the general public. Figure 4.9 below presents the result of the findings to this option. Out of the 100 respondents, 80 respondents representing (80%) were of the opinion that job vacancies are made known to the general public whereas 20 (20%) were of the opinion that job vacancies are not made known to the general public. This means that, to a larger extent, the company makes job vacancies known to the public, especially, when the requisite skill cannot be obtained from within. This finding supports that of Drucker, (1999) who stated that for organizations to get the best employees recruitment procedures need not be limited to one method. It is possible and often desirable to combine methods to enhance the recruitment success of a particular project.
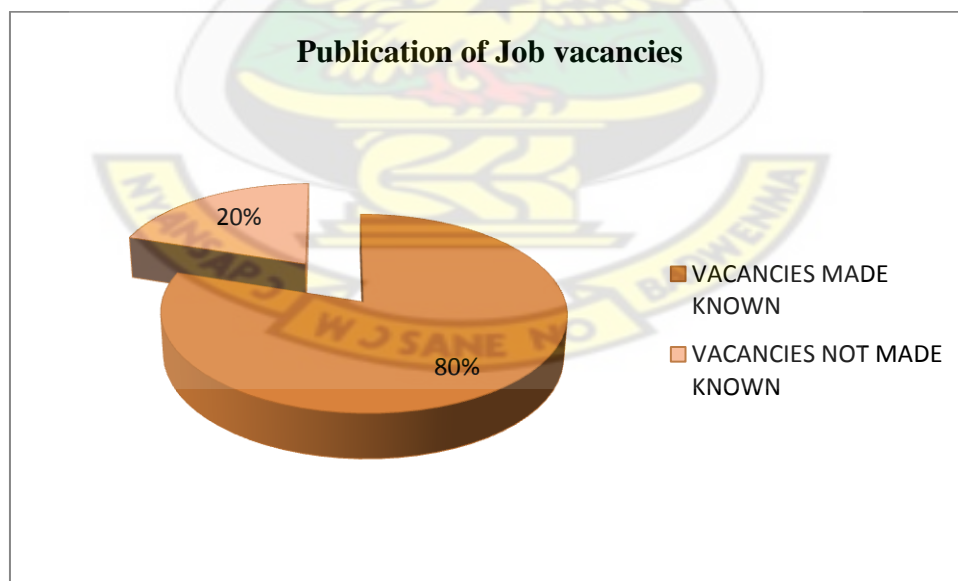
Figure 4.9: *Publication of job vacancies*
Source: Researchers field study March 2013

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4.14   Job publication channels

On the issue of the channels used for job publication, 86 (86%) respondents indicated that AMS mainly uses advertisement mainly local newspapers in advertising job vacancies while 14 (14%) respondents indicated that AMS resorts to other sources, which they listed as the internet and word of mouth through current employees. Telephone and institutions and events as a medium of job publication channel had no response. This means that AMS relies heavily on the advertisement through local newspaper as a source of job publication. This is because of the cost effectiveness and convenient nature of the nature of advertisement as a form of job publication channel. This finding affirmed the statement of Armstrong (1991) that advertisement has the advantage of being cost effective and it is convenient.
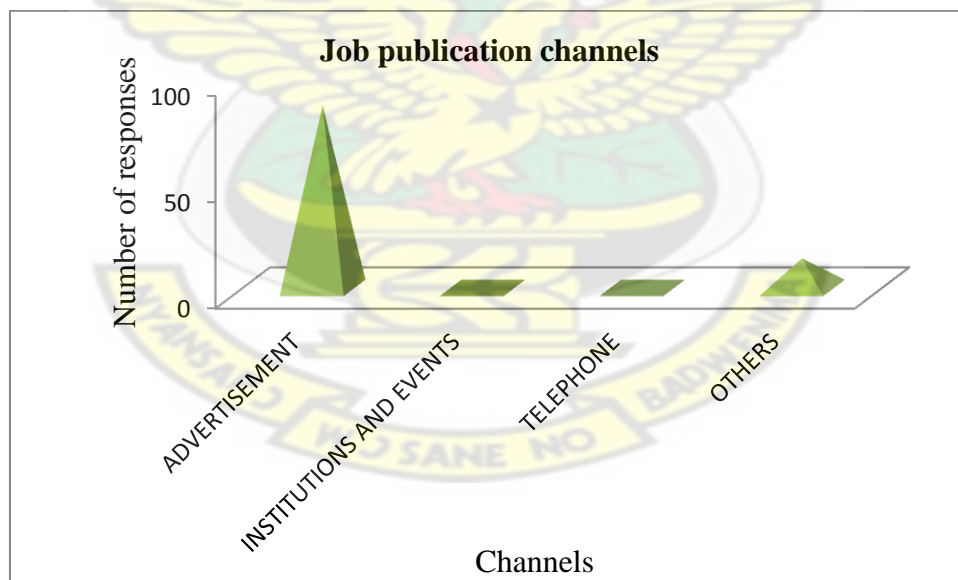
Figure 4.10: *Job publication channels*
Source: Researchers field study March 2013

4.15   Impression about recruitment and selection Procedure

On the issue of employee's impression about recruitment and selection practices of the AMS, as shown in figure 4.11 below, out of the 80 employees, 30 (30 %) stated that the recruitment and selection procedure is systematic and efficient. This is in line with Mussazi's (1985) assertion that recruitment is a process. It is a process because it involves systematic and efficient process of securing enough applicants so that during the selection process, they can be matched with the jobs. 22 (22%) respondents feel the recruitment and selection practices are good and fair because every employee is notified. They indicated that in the case of internal recruitment, notices are pasted on the notice boards. Eighteen (18) (18%) respondents think the procedure is satisfactory and 10 (10%) respondents think it's unfair. When the researcher probed further on why the option "unfair" was selected, it was revealed that although notices are there, some of the staff who are due for promotion are not promoted at times. The pasting of notices is seen as a formality and not as a way of ensuring recruitment and selection practice.
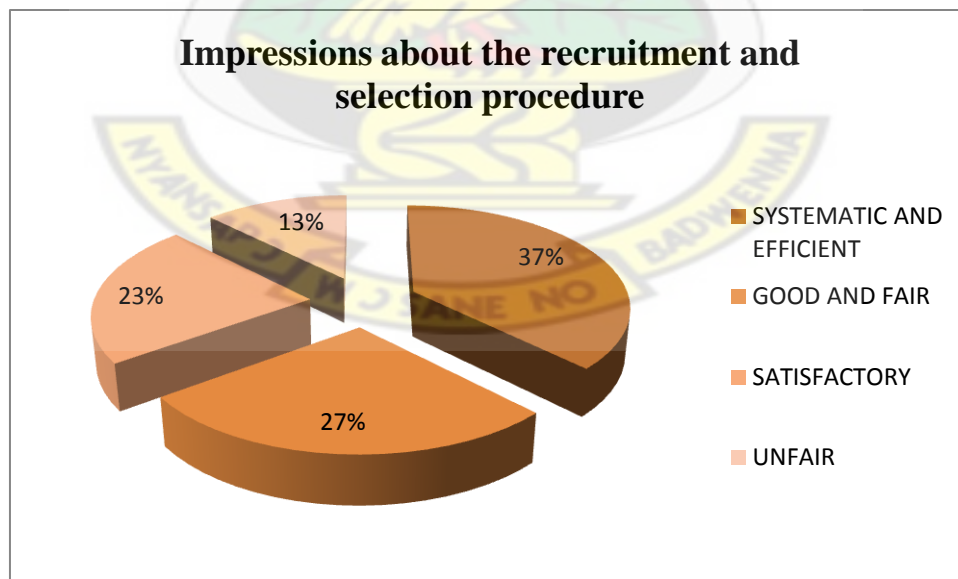
Figure 4.11: *Impressions about recruitment and selection*
Source: Researchers field study March 2013

4.16   Selection criteria

Table 4.5: Selection criteria

Selection Criteria	Response Yes	Percentage	Response No	Percentage	Total
Academic Qualification	96	96.0	4	4.0	100
Work experience	78	78.0	22	22.0	100
Interviews	96	96.0	4	4.0	100
Reference checks	30	30.0	70	70.0	100
Written test	30	30.0	70	70.0	100

Source: Researchers field study March 2011

Related to the above issue respondents were asked "Which of the following are considered for the selection of employees"? That is academic qualifications, work experience, interviews and written tests. Their responses as summarized in table 4.5 show that on academic qualification, 96 (96%) respondents responded "Yes" and agreed that academic qualifications are prime selection tool for new employees, which most often guarantees an individual the job while 4 (4%) responded "No" and explained that having academic qualification alone does not guarantee performance. On Work Experience, 78 (78%) responded "Yes" and stated that work experience plays an important role in the selection process as those with experience are considered to be the best for the job. Twenty two (22) (22%) responded "No" and added that having enough experiences do not always guarantee performance. On the method job interview, 96 (96%) responded in the affirmative, and explained that interviews are conducted to test the ability of new employees and how convincing they are before being selected while 4 (4%) responded negatively. On the use of references as a selection method, 30 (30%) respondents ticked "Yes" while 70 (70%) ticked "No". Lastly in the case of written test as an option, 30

(30%) respondents indicated "Yes" and 70 (70%) selected "No". This means that written tests are not normally used by the AMS. This negates the assertion of Saiyadain and Monappa (1996) when they stated that the use of tests in personnel selection respondents can be adequately and accurately measured for comparison.

In spite of this, employees agreed that tests are sometimes considered in selecting an employee and this is usually to test the general knowledge of prospective employees. From the responses below, it can be concluded that the company uses mostly interview, academic qualification and work experience as the main methods of selection. Thus, the company uses a combination of different selection methods. This supported the opinions of Golhar & Deshpande (1997), that although most personnel and staff are selected by means of one – on - one interview, written examinations and panel interviews are also used for the selection process. This is because applicant selection errors are prevented when such multiple selection systems are used.

4.17   Recruitment and selection practices and organizational performance

This above question was to find out from respondents if the recruitment and selection practices had affected their performance. The responses as illustrated in figure 4.12 below were as follows; Out of 100 respondents, 20 (20%) of them answered in the negative, that means it has not affected their performance. Eighty, 80 (80%) answered "Yes" meaning to a large extent, the recruitment and selection practices have affected their performances as employees and the organization as a whole. This affirms the statement made by (Randall, 1987) that "while it is understood and accepted that poor recruitment decisions continue to affect organizational performance and limit goal achievement, it is best that much effort is put in the recruitment and selection practices". It also confirms Pilbeam and Corbridge, (2006) assertion "that the recruitment and selection of employees is

fundamental to the functioning of an organization, and that there are compelling reasons for getting it right. Furthermore, inappropriate selection decisions reduce organizational effectiveness, invalidate reward and development strategies are frequently unfair on the individual recruit and can be distressing for managers who have to deal with unsuitable employees".

Figure 4.12: *Recruitment and selection practices and organizational performance*
Source: Researchers field study March 2013

Respondents who answered in the affirmative explained that most of them would not have been able to perform their duties if not for the effective and efficient recruitment and selection methods. They contended that the process ensures the right people are employed ensuring that new things are learnt from people, especially, on team basis. Others explained that the orientation and job training given them have added to their stock of knowledge and skills. Respondents who answered 'no' explained that the selection and recruitment practices had no bearing on what they were doing at the moment because they are placed at where they don't have the needed skill. And in fact, this makes their work difficult and hampers performance at work.

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4.18   Improvements of recruitment and selection at AMS

Opinions of respondents on how the recruitment and selection practices of AMS can be improved to enhance organizational performance were asked. The rationale for asking this question was to find out from respondents how recruitment and selection practices or processes could be improved at AMS. Answers from respondents were that the majority of respondents, that is, 50 (50%) opined that there should be strict adherence to laid down procedures. Twenty, 20 respondents (20%) felt the company should give equal chance or opportunity, to all to be selected. Favouritism and biases associated with recruitment and selection should be eliminated to ensure that people with the right skills get a fair chance of being employed in the company. Again, 20 respondents (20%) were of the opinion that the general public should be made aware through other sources of recruitment for all eligible applicants to apply. Finally, 10 (10%) respondents stated that job description for applicants with the right qualifications should be considered. Respondents explained that though job descriptions are stated for new recruits, qualifications are not linked with the job. This causes misplacement of roles at the workplace.
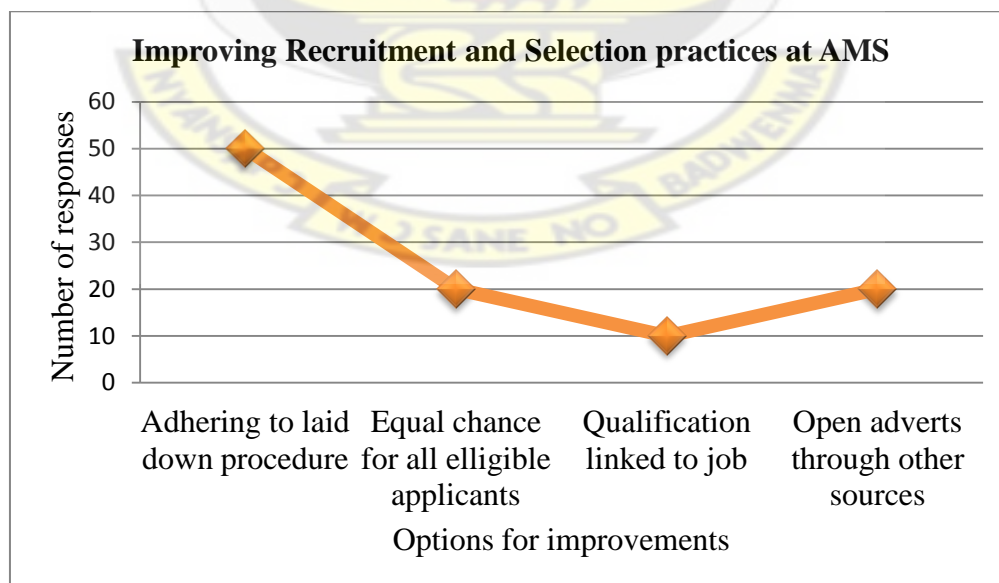
Figure 4.13: *Improvement of recruitment and selection at AMS*
Source: Researchers field study March 2013

QUESTIONS PECULIAR TO THE HUMAN RESOURCE DEPARTMENT AND TOP MANAGEMENT LEVEL

As stated in Chapter three, the researcher designed another questionnaire, which was to elicit some pieces of vital information from personnel at the HR department and top management level. The first question was to find out the number of years employees at this level have spent with AMS. This was to find out the extent to which internal recruitment is done to promote existing employees. (Appendix 2&3)

4.7   Number of years of service in the organization

The figure 4.14 below clearly shows that the majority of respondents have spent at least a more than ten (10) years in the company. This means that recruitment is done for long term basis and internal recruitment is done to promote existing employees at the senior level.
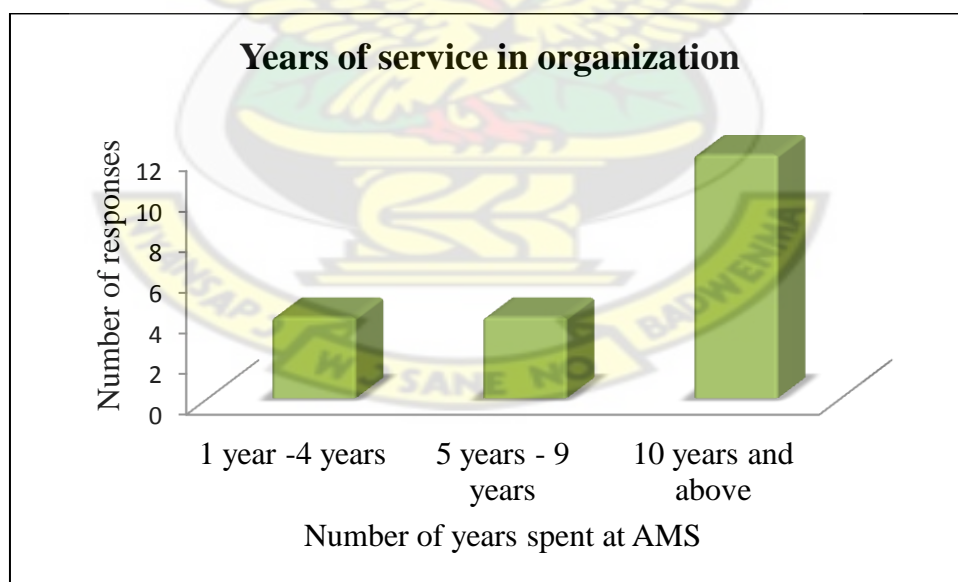
Figure 4.14: *Number of years of service in the organization*
Source: Researchers field study March 2013

4.13   Notification of existing employees when vacancies occur.

Are existing employees notified when vacancies occur? This question was included to seek the opinion on how managers and the HR department collectively encourage internal recruitment and selection as an aid to promotion of employees. The general trend observed was that all the twenty (20) respondents responded in the affirmative. Respondents added that if the needed skill can be found within, existing employees are notified. In such cases, experiences and competences are considered and not only seniority. This finding supports the views of Cloete (1985) that filling positions inside the organization is accomplished by transfers or promotions and job rotations and was quick to add that when promoting an employee, factors such as performance, experiences, skills and education, among others, must be a measure of internal selection and that the seniority factor must not be the lone consideration.

4.16   Ability of selection criteria to give the needed and qualified candidates

The HR department and managers were asked to indicate whether the selection criteria are able to produce the eligible candidates for the advertised job. Out of the twenty (20) respondents, eighteen (18) responded "Yes" while two (2) responded "No". This means that the selection criteria are well structured and therefore, it is able to select the right candidate. This result affirms Tekeste (1996) observation that selection procedures are usually structured around information relating to the work history of the candidates and their education and training and requires a position-matching plan designed to link available personnel with the position requirements. The "No" response attributed it to the fact that sometimes candidates do not possess the skills, capabilities and competences needed for the job vacancy. This is illustrated in the figure 4.15 below
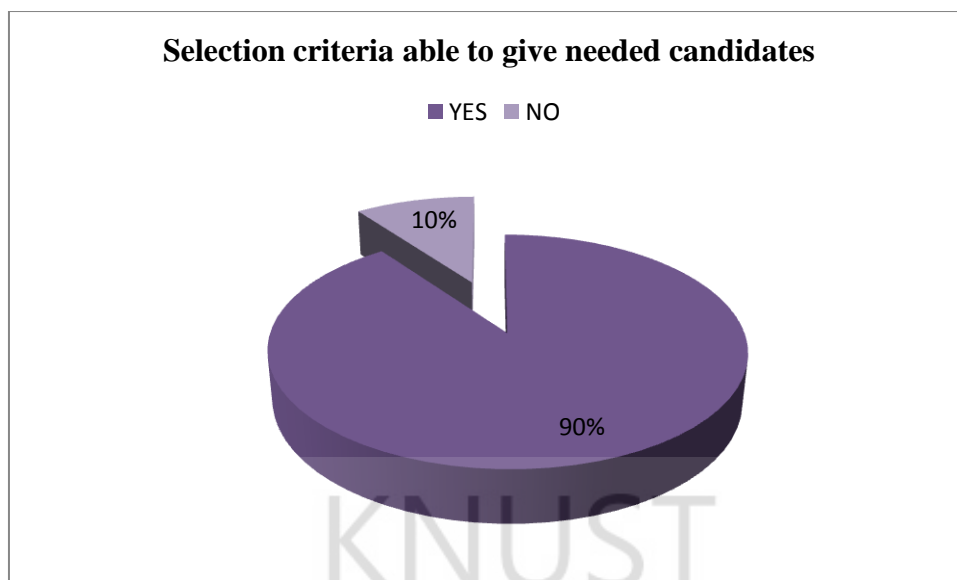
Figure 4.15: *Ability of selection criteria to give the needed and qualified candidates*
Source: Researchers field study March 2013

4.18   Management diverting from the formal selection practice

Further to the question 4.15 above on the ability of selection criteria to give the needed

and qualified candidates the researcher wanted to find out if management diverts from

laid down procedures in cases where the needed candidate is not obtained. From figure

4.16 below, one can find that four (4) respondents indicated that management sometimes

diverts form the laid down procedures especially, in cases where the right candidate is not

obtained after series of recruitment and selection exercises. Sixteen (16) respondents

indicated that management does not divert. This, the HR department and top managers

explained that there is strict adherence to R&S procedures or practices at AMS. Also

bureaucracy does not allow diversion from policies that are formal because these policies

can be changed only when management meets and consults with Board of Directors
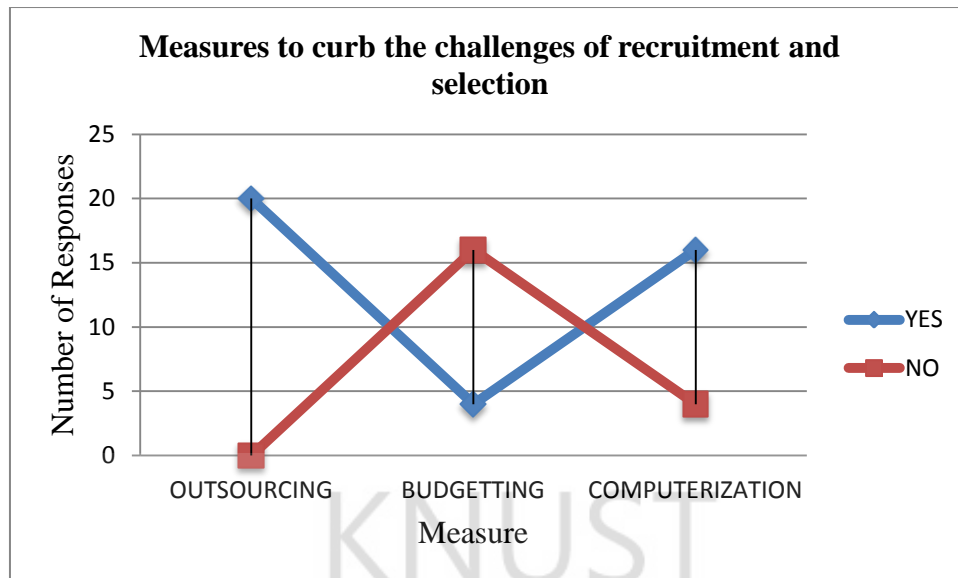
Figure 4.16: *Management diverting from the formal selection practice*
Source: Researchers field study March 2013

4.20   Challenges of recruitment and selection

The main objective of the study was to examine the challenges of recruitment and selection at the AMS. In view of this the researcher asked managers and the HR department to indicate some challenges they face when embarking on R&S. This was necessary because the HR department and top level managers are directly involved in the R&S practices. A two-item (Yes /No) response was provided and respondents were asked to use it to rate the alternatives provided by the researcher. The alternatives or options were "use of connections" or referrals / recommendations (applicants introduced by friends or relatives) "too many applicants", difficulty in keeping records of eligible candidates, "High cost of R&S" and "Pressure from local community. The responses are summarized in figure 4.17 below. At AMS, all the 20 respondents ticked "Yes" for the use of "connection" or referral because it is seen as a major challenge of recruitment and selection.

The option "Too many applicants" was also selected because it is a challenge to R&S at AMS. The reason is that job seekers think it is lucrative to work in the mining sector. AMS therefore receives too many applicants and it becomes difficult to select from the large number of applicants.

Four (4) people from within the managers answered "Yes" to difficulty in keeping track records of employees. This is because that is not seen as a major problem at the HR department as the department has a software in which data concerning applicants are keyed in, graded and coded. Grobler et. al. (2006) identified time and resources constraints as the major setbacks to effective recruitment. They contended that recruitment is becoming expensive and time consuming these days and advised organizations to put in place mechanisms to monitor and control cost. This challenge was also affirmed by this study when sixteen (16) respondents said "Yes" to the challenge of high cost of recruitment and selection and four (4) respondents said "No". Lastly, the issues of pressure from the local community obtained a "Yes" response from all the twenty (20) respondents. Here, the researcher during a casual employment with the HR department, observed how application letters from within the communities bore the official stamps from the office of the local community and the chief of the Tarkwa town where the company operates. This is the second challenge of the company aside the use of "connections" because these local communities do not possess the skills needed to fill the vacancies. Besides, these difficulties enumerated, AMS also faces the problem of retention of workers. This is because most of the work within the mining sector is on short term or contract basis. Managers and the HR department therefore, face the challenge or declaring some workers redundant or terminating their appointment. This often leads to high labour turnover rates. In some cases legal actions are taken against the company. This also affirmed the findings of Jike, 2003 that besides the difficulties in

getting good candidates, organizations are also faced with the problem of retention. This problem relates to the challenges posed by globalization and the growing sophistication of recruitment
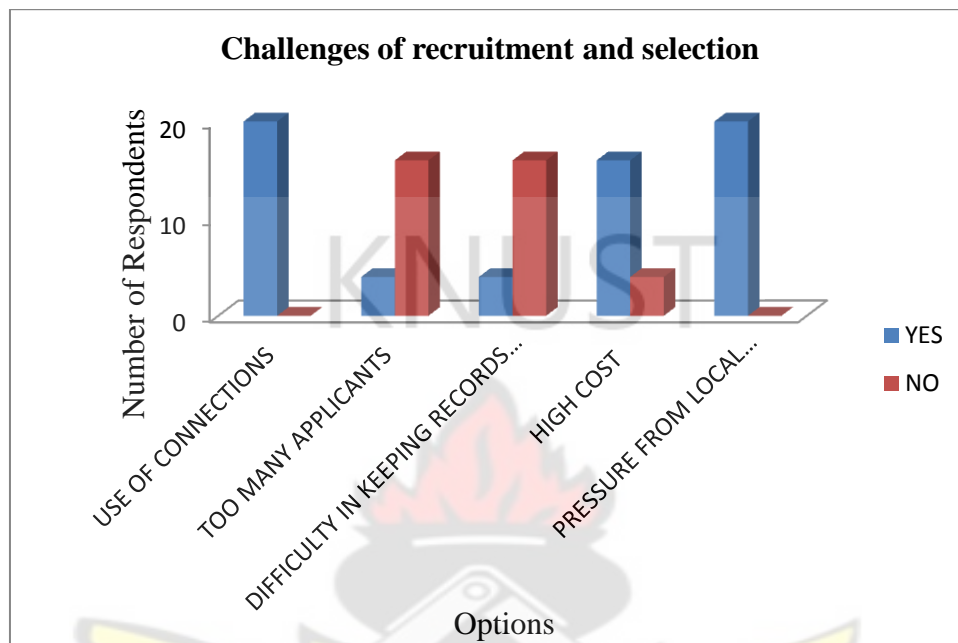
Figure 4.17 *Challenges of recruitment and selection*
Source: Researchers field study March 2013

4.21 Measures to curb the challenges of recruitment and selection

The figure below shows some measures that could be used to resolve the identified challenges of recruitment and selection faced by the company. From the figure 4.18 below all twenty (20) respondents think that outsourcing can solve the issue on the use of "connections". When recruitment and selection is outsourced, the identity of the company is not revealed. Four (4) respondents said "Yes" to budgeting as a way of solving the issue of high cost associated with recruitment and selection while sixteen (16) said "No" Sixteen (16) respondents said "Yes" to computerization resolving the challenge of keeping track of applicants which the company has adopted and is using successfully.
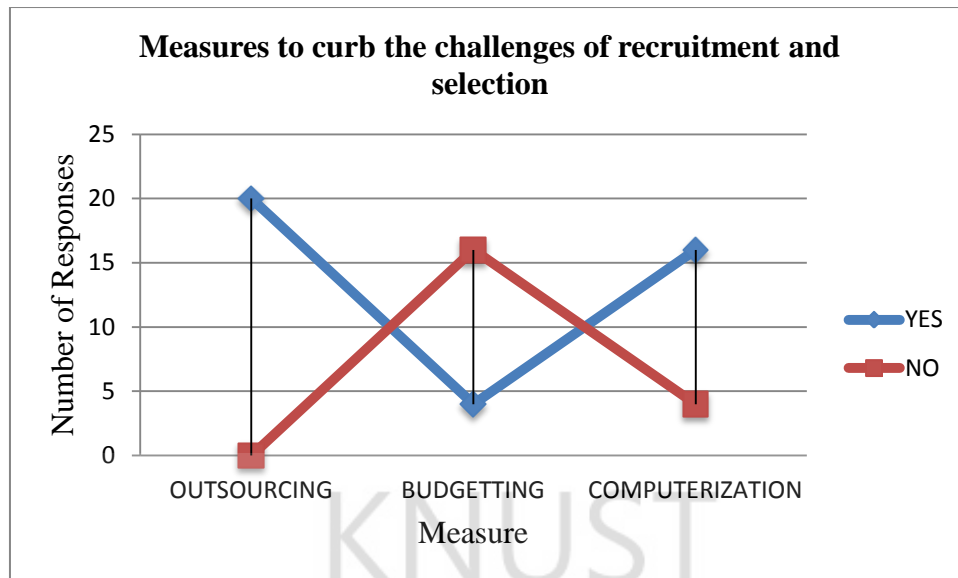
Figure 4.18: *Measures to curb the challenges of recruitment and selection*
Source: Researchers field study March 2013
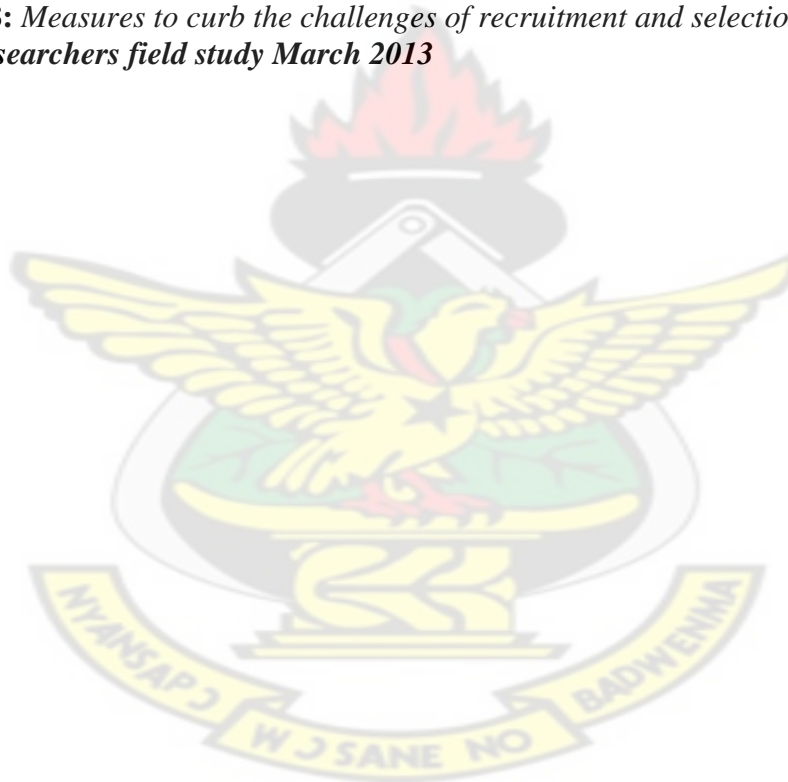
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0   Introduction

The summary of the findings of the study, conclusions drawn from the findings as well as recommendations based on the findings are provided in this Chapter. The conclusions would be made from the analysis and the objectives of the research.

The study examined the challenges of recruitment and selection practices and their effects on organizational performance at the African Mining Services in Tarkwa. Elicited responses from the questionnaire point to the fact that indeed the company encounters some challenges during recruitment and selection and these challenges affect organizational performance. From observation and the discussion of the results it was evident that because these challenges affect organizational performance, measures are constantly put in place to reduce the occurrences of these challenges.

5.1   Summary of findings

The following are the summary of the findings.

5.1.1   General practices that African Mining Services use to recruit and select employees

The AMS Company has policies and practices that are used in recruiting and selecting employees. The findings of this research also showed that the African Mining Company conducts their recruitment from two major sources: internal and external sources. Job vacancies are made known to the general public especially in cases where the needed skill cannot be found within. However, when the right skill can be found within the organization, recruitment and selection is done internally. Internal recruitment involves filling vacancies from within through promotions, transfers and upgrading. The research

further revealed that the African Mining Services recruits job applicants eternally through the use of advertisement mostly, local newspaper, through the national service secretariat and the company websites.

There are sound reasons for recruiting from sources within the African Mining Company. In internal recruitment, it is easy to assess the potential of the employee because the talent of the employee is known. However, selection from external applicants is based on few dependable variables such as academic qualifications, working experiences and interviews. Secondly, "Insiders" know the organization, its strengths, weaknesses and its culture. Such promotions foster a sense of commitment to the company and employees are thus motivated to work harder. Finally, as compared to advertising in various media and interviewing, internal recruitment is cheaper and quicker. Resources deployed or allocated for orientation, training and socialization is also reduced. However, recruitment within the organization does not always produce the number or quality of personnel needed by the African Mining Company and can also lead to inbreeding; in such an instance, the African Mining Company rely on external sources for recruitment. The study also discovered that the company had structured ways of selecting new employees. First the potential employees must have the necessary or right educational background before they are shortlisted for the interview.

5.1.2 Evaluation of the effectiveness of the recruitment and selection sources of the African Mining Services.

The analysis of the research conducted revealed that the majority of the employees said the recruitment and selection practices are very effective because the company has laid down policies and practices with regards to recruiting and selecting of employees which ensures that the right candidate is employed by the company. Again, it was realized that laid down procedures on factors such as work experience, academic qualifications and

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interviews used in selecting employees' makes the selecting and recruitment practices very effective.

5.1.3 Improving the recruitment and selection procedures at AMS

The study revealed that although there are laid down procedures for R&S, there is the need to improve upon these procedures from time to time. Employees stated that the procedure for recruiting and selecting job applicants should be strictly followed in order to ensure that the right employees are engaged by the company. Employees also stated that more equal opportunities should be given to all applicants who apply for jobs in the company to help ensure fairness in the recruitment and selection procedure. It was also realized that to make the recruitment and selection procedure complete, qualifications should be stressed and should also be linked with the job because most qualifications do not match the job to be done. Lastly on the issue of local community interference it was suggested that the company should select and train some people from the local community. AMS can then offer them jobs in the appropriate departments within the organization

5.1.4 Recruitment and selection practices and organizational performance.

The study revealed that recruitment and selection practices have affected the performance of employees and the company at large. This, employees attributed to the systematic and well planned nature of the process. It was also revealed that orientation and subsequent job training after recruitment and selection of new candidates had added to their stock of knowledge of most employees. This helps them effectively carry out their duties. Respondents from HR department also stated that the recruiting and selecting practices had led to the employment of competent or qualified staff that through teamwork is able to impact some of these skills to others in the team who do not possess some of these

skills. In spite of the above, very few respondents were of the view that the recruitment and selection practices have not improved performance.

5.1.5 Challenges of recruitment and selection at the African Mining Services (AMS)

The study revealed that a prominent problem in recruiting and selecting applicants at AMS was the use of "connections" or referrals (to whom you know concept). This challenge affects the ultimate aim of human resource planning which is to get the right number of applicants with the right skills, experience and competencies in the right jobs, at the right time and at the right cost.

The use of "connections" is widely practiced in Ghana when applicants search for jobs. The overwhelming response "Yes" from all the twenty (20) respondents from the HR department and top managers attest to it that this practice is done at AMS. However, the company limits the number of new applicants an existing employee can refer to the company for employments consideration.

5.2 Conclusion

Recruitment and selection focuses on matching the competences of potential applicants with the requirements and rewards inherent in a given job. For this reason, companies that perform extremely allocate substantial resources in order to create high eminent selection systems. The recruitment and selection process is very important to the human resource management of every organization and is very critical to the success and performance of the organization. This is because the selection phase is inherently dependent upon the calibre of candidates attracted which is also dependent on the quality of new recruits and which also depends upon an organization's recruitment practices. From the analysis, recruitment and selection is of prime importance to AMS so much that they do not

outsource it. Although it is an HR function all line managers are involved in the process in order to get the best of employees. However, it faces lots of challenges in its quest to recruit its workforce. The issue of the use of" connections" seems to place unfair advantage over others, as more often than not; they are favoured compared to those who use other application channels. From the analysis it was realized that, more employee are employed through the use of "connections" than those who apply directly. Despite this challenge it was realized that recruitment and selection has been effective in the selection of employees for AMS even though much needs to be done to enhance and improve upon it. Recruitment and selection of employees to a greater extent determines the performance of an organization and it is of great importance if institutions want to achieve their goals

5.3   Recommendations

From the study it is realized that recruitment and selection is of great importance to every organization, though an integral part of human resource planning and development, its application and operation and challenges makes its practice quite difficult. On the basis of the findings the following recommendations are advanced for the attention of AMS.

5.3.1   Development of appropriate steps for selection

To eliminate inefficiencies associated with the use of "connections", these steps were developed for selection. After the recruitment processes and methods have been performed, the selection process following can be employed:

5.3.1.1 Short listing

The first step is to screen applicants based on their application forms and CV using information from the job description, which will provide the basic requirements that are needed to perform the task in question. To prevent biases, at least two people must

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shortlist the applicants independently. The people short listing must avoid being influenced by the gender, race or names of applicants. They must vet the applicants based only on the selection criteria this is the required skills and qualifications. Personal emotions should be detached to the selection process as it can influence decisions. It prevents the people from short listing to rely on instincts and personal judgments. Applicants that meet the criteria must be grouped and ranked and called for interviews.

5.3.1.2 Interview

The second step is to interview applicants after they have been short listed. The interview should have more than one interviewer and they must all be informed about candidates. If possible, there must be structured questions set to gain information relevant to the selection decision. Open questions can also be used to test the knowledge of applicants.

5.3.1.3 Tests

After interviewing selected candidates, psychological and work sample tests should be performed. Physiological testing is a method of acquiring objective information about a range of individual's abilities and traits (Foot & Hook, 2005). Psychological testing is used to test maximum performance, reliability and habitual performance of candidates because they cover characteristics such as intelligence, interest and personality. The testing can be in the form of standardized questions where each applicant will answer the same questions based on intelligence, ability, interest and motivation. Work sample tests will also be performed to further determine the competencies of applicants. Tasks that form part of the job will be given to candidates to perform. Performance of tasks will determine if the applicant is suitable for the job. (See appendix 6 for a suggested flow chart for effective recruitment and selection)

5.3.2 Detailed Job analysis

In recruiting and selecting staff, the company must perform a job analysis to identify the requirements of the job. A job analysis is the systematic process of describing and recording information about job behaviors, activities, and worker specifications (Jackson et al 2009). The job analysis is intended to bring out what the company needs and the required skills or abilities needed to carry out the job. It literally analyzes the job position available to be filled and gives the organization information about the particular position, the task or work involved. The analysis goes on to identify or recommend the necessary and required competence or knowledge in performing the job. A job analysis will help the company in recruiting the right caliber of people. Recruited employees will know what their required responsibilities are and the skills and expertise they need to accomplish tasks. This helps reduce inefficient personnel, as they will apply for positions that they can fit. A job analysis will thus help identify and provide good information about the requirements of jobs in recruiting new staff for existing and new positions. Such job analysis must be matched with applicant's qualification, thus the competencies of the applicant versus the requirements of the job must be taken into account during the selection process. This will help the company to get the right candidate for the right job. In addition to this, strict and laid down policies on recruitment and selection should be followed. Goals and targets must be set during the recruitment and selection to help the company to achieve its resourcing goals.

5.3.3 Training of capable local indigenes

Thirdly, some individuals from the local community with some qualifications should be trained and employed. This will curb the issue of so many interferences from the local community. On the issue of training, employees should be given maximum orientation

and training after recruitment and selection to make the process complete especially in cases of external recruits.

5.3.4 Encouragement of external recruitment

Lastly, while it is good that the company recruits from within, Job vacancies for external recruit should be made more publicly through other sources which applicants can easily access. This should be transparent and standard procedures must be followed

5.3.5 Additional information relevant to the research

Interestingly, one major issue that strongly came up was the issue of cultural differences. The company has employed expatriates from different countries because AMS is a Multi - National Company (MNC). These expatriates occupy key positions in the company with the exception of the HR manager because they believe the local HR manger possesses the knowledge of the host countries Labour Act as well as the laws of the land within which the company operates. Therefore the HR manager must be from the host country to assist in knowledge transfer. Indeed it is because of this knowledge transfer that these expatriate are imported to these host countries to assist in carrying out the major task of the organization. With this the local people are seen as never being promoted which often creates some tension between the expatriates and the local supervisors.

5.3.6 Suggestions for further research

This research and its findings are limited to the African Mining Services (AMS) in Tarkwa. Therefore, the findings cannot be generalized. This is because each mining company is likely to have a peculiar R&S challenges and circumstances. A study which covers at least all the major mining companies will be more representative. This is recommended for future investigation.

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KNUST

APPENDICES

Appendix 1

AMS performance assessment 2012

This year of operation for AMS has been very encouraging, both jobs have performed well. The Tarkwa Goldfields site experienced early delays due to major construction overruns that impinged on AMSÕ ability to mine at scheduled rates. Wet weather delays also affected our performance, however, despite these difficulties, the mining method and the contract in general are successful and proceeding well. At Damang, early setbacks due to site conditions were overcome with the job now performing to expectation. Power shortages being experienced by the mine in the last six months has resulted in modified mine schedules which have been met. With the successful establishment of AMS in Ghana based on the jobs at both Tarkwa Goldfields and Damang, the potential for further expansion has resulted in agreement to extend the scope of operations Africa-wide, and establish a stand-alone marketing, business development team.
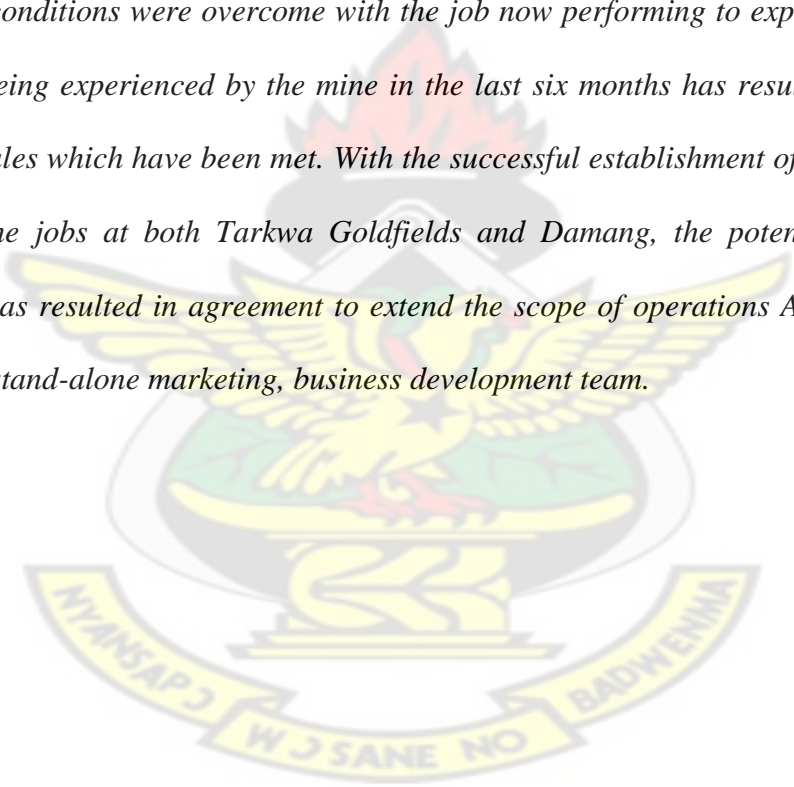
Appendix 2

Administered questionnaire for employees

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

COLLEGE OF ARTS AND SOCIAL SCIENCES

SCHOOL OF BUSINESS

QUESTIONNAIRE FOR EMPLOYEES

I wish to introduce myself to you as a Master of Business Administration (MBA) student of the School of Business, Kwame Nkrumah University of Science and Technology. As part of the programme, I am required to write a thesis on the topic: RECRUITMENT AND SELECTION CHALLENGES. Your organization has granted me permission to use it as one of my case study organizations. I would be most grateful if you could please spare some few minutes of your precious time to answer all the questions that follow as objectively as possible. The information given out is solely for academic purpose and respondent's confidentiality is assured. Write or tick ( ) the appropriate response to each of the question.

Section A- Demographic profile

1. Sex Male [   ]   Female [   ]
2. Age
   a. 20-24 [   ] b. 25-29 [   ] c. 30-34 [   ] d. 35-39 [   ] e. 40 and above [   ]
3. Educational background
   a. Secondary school [   ]
   b. Polytechnic [   ]
   c. University [   ]
   d. Others specify…………..
4. Which of the qualifications listed below do you possess?
   a. HND [   ]
   b. 1st Degree
   c. Others specify……………………………………………………..
5. In which unit/department do you work? ……………………………………..
6. What is your current position? …………………………

   ### Section B: Recruitment
7. How were you recruited into this company
   a. Radio advert [   ]

78

b. TV advert [   ]

c. Newspaper advert [   ]

d. Word of mouth

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

8. Are you aware of any formal policy for the recruitment of employees?

a. Yes [   ]   b. No [   ]

9. What are the main sources from which the company recruits

a. Internal [   ]   b. External [   ]

10. Which external sources are mostly applicable? You may choose more than one.

a. radio advert [   ]

b. TV advert [   ]

c. Newspaper advert [   ]

d. Professional association(s) [   ]

e. Employment agencies [   ]

f. Labour unions

g. Other(s)

specify……………………………………………………………

11. How effective are the recruitment procedures of the company?

a. Very Effective [   ]

b. Good [   ]

c. Not Effective [   ]

d. Indifferent [   ]

e. Poor [   ]

12. Does the company have any agent(s) that recruits employees?

a. Yes [   ] b. No [   ]

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

a. Yes [ ] b. No [   ]

14. How is the job vacancies made known to the general public? Through

a. Radio advert [   ]

b. TV advert [   ]

c. Newspaper advert [   ]

d. Professional association(s) [   ]

e. Employment agencies [   ]

f. Labour unions

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

15. What is your impression about the recruitment and selection practices at AMS?…………………………………………………………………………………
…………………………………………………………………………………………

16. **Section C: Selection**

17. What is/are the main selection criterion at the AMS? You may tick more than one

   a. Interview [   ]

   b. References/background checks [   ]

   c. Test [   ]

   d. Work Experience [   ]

   e. Others specify ………………….

18. Do you think as an employee the recruitment and selection practices of AMS have affected your performance and that of the entire organization?

    a. Yes [ ]

    b. No [ ]

19. Explain your answer

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

20. How can recruitment and selection practices at AMS be improved?

   …………………………………………………………………………………………

Appendix 3

Administered questionnaire for top managers and HR Department

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY
COLLEGE OF ARTS AND SOCIAL SCIENCES
SCHOOL OF BUSINESS
QUESTIONNAIRE FOR HUMAN RESOURCE DEPARTMENT AND MANAGERS

I wish to introduce myself to you as a Master of Business Administration (MBA) student of the School of Business, Kwame Nkrumah University of Science and Technology. As part of the programme, I am required to write a thesis on the topic: RECRUITMENT AND SELECTION CHALLENGES. Your organization has granted me permission to use it as one of my case study organizations. I would be most grateful if you could please spare some few minutes of your precious time to answer all the questions that follow as objectively as possible. The information given out is solely for academic purpose and respondent's confidentiality is assured. Write or tick ( ) the appropriate response to each of the question. Thank you.

Section A- Demographic profile

1. Sex Male [   ]   Female [   ]

2. Age

   b. 20-24 [   ]   b. 25-29 [   ] c. 30-34 [   ] d. 35-39 [   ] e. 40 and above [   ]

3. Educational background

   a. Secondary school [   ]

   b. Polytechnic [   ]

   c. University [   ]

   d. Others specify…………..

4. Which of the qualifications listed below do you possess?

   a. HND [   ]

   b. 1st Degree [   ]

5. Others specify……………………………………………………..

6. In which unit/department do you work? ………………………………………..

7. What is your current position? …………………………

8. How long have you worked at AMS?

   a. 1-4 years [   ]

   b. 5-9years [   ]

   c. 10years and above [   ]

Section B -Recruitment and selection

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

   a. Yes [   ] b. No [   ]

10. If your answer to question 3 above is yes, briefly state the policy …………………………………………………….

11. Does the company rely on outsourcing for the recruitment of employees for your organization?

   a. Yes [   ] b. No [   ]

12. What are the main sources from which the company recruits

   a. Internal [   ] b. External [   ]

13. Which external sources are mostly applicable? You may choose more than one.

   a. Radio advert [   ]

   b. TV advert [   ]

   c. Newspaper advert [   ]

   d. Professional association(s) [   ]

   e. Employment agencies [   ]

   f. Labour unions

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

14. When vacancies occur, are existing employees notified and considered?

   a. Yes [   ] b. No [   ]

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

   a. Yes [   ] b. No [   ]

Section C: Selection

16. What is the main selection criterion of the company? You may tick more than one

   a. Academic qualifications [   ]

   b. Work experience [   ]

   c. Interview [   ]

   d. Reference

   e. Written Test [   ]

   f. Other (s) please specify………………………………………………….

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

   a. Yes [   ] b. No [   ]

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

    …………………………………………………………………………………..

    ..

19. Is there a situation where management diverts from the formal selection practices?

    a.   Yes [   ] b. No [   ]

20. Please   explain   your   answer

    …………………………………………….…………………………...

    …………………………………………………………………………………..

Section D- Challenges of Recruitment and selection

21. What are the challenges of recruitment and selection in the company?

    a.   Use of "connections" and informal contact to get employment[   ]

    b.   Too many applicants due to high unemployment rate [   ]

    c.   Difficulty in keeping track of applicants' details. [   ]

    d.   High cost associated with recruitment and selection. [   ]

    e.   Pressure and interference from local communities [   ]

    f.   Others specify…………………………

22. How could these challenges be overcome?

    a.   [   ] Outsourcing recruitment activities

    b.   [   ] Setting recruitment and selection budget

    c.   [   ] Computerizing vital details of employees

    d.   Others specify

23. Do you think the recruitment and selection practices of AMS affects the performance
    of employees?

    a.   Yes [   ] b. No [   ]

24. What recommendations would you make to improve recruitment and selection
    practices

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

    ……………………………………...

Appendix 4

Permission to do research work

<div align="right">
C/o KNUST Business
School
KNUST
Kumasi
6th January, 2013
</div>

The Human Resource Manager
African Mining Services
P. O Box 221
Tarkwa -Bankyim

Dear Sir/Madam

QUESTIONNAIRE ON CHALLENGES OF RECRUITMENT AND SELECTION AND ITS EFFECT ON ORGANIZATIONAL PERFORMANCE

I wish by this letter appeal to your high office for permission to administer my questionnaire on the above caption in connection with my MBA programme in your organization as follows

Date: 19th February 2013   Time: 9:00am

The research is being carried out under the supervision of Mr. James Kennedy Turkson, the head of managerial science of the KNUST business school of which the findings will be made available to the organization to help formulate policies on recruitment and selection. Attached please find an introductory letter from the registrar of the business school for your information and necessary action. Thank you

Yours Faithfully

Araba Mbrowa Korsah

Appendix 5

Permission to do research work

KNUST School of Business
COLLEGE OF ART & SOCIAL SCIENCES
KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

DEPARTMENT OF MANAGERIAL SCIENCE
University Post Office Kumasi-Ghana West Africa
Tel: 233 3220 63706 • Fax 233 3220 63708
Website: www.knust.edu.gh/ksb

Our Ref: MSD/IL-UG/D200/VOL.1   February 7, 2013

The Manager
African Mining Services

Dear Sir/Madam,

LETTER OF INTRODUCTION

This is to introduce to you **Miss Araba Mbrow Korsah**, a Master of Business Administration Student at the Department of Managerial Science of the KNUST School of Business.
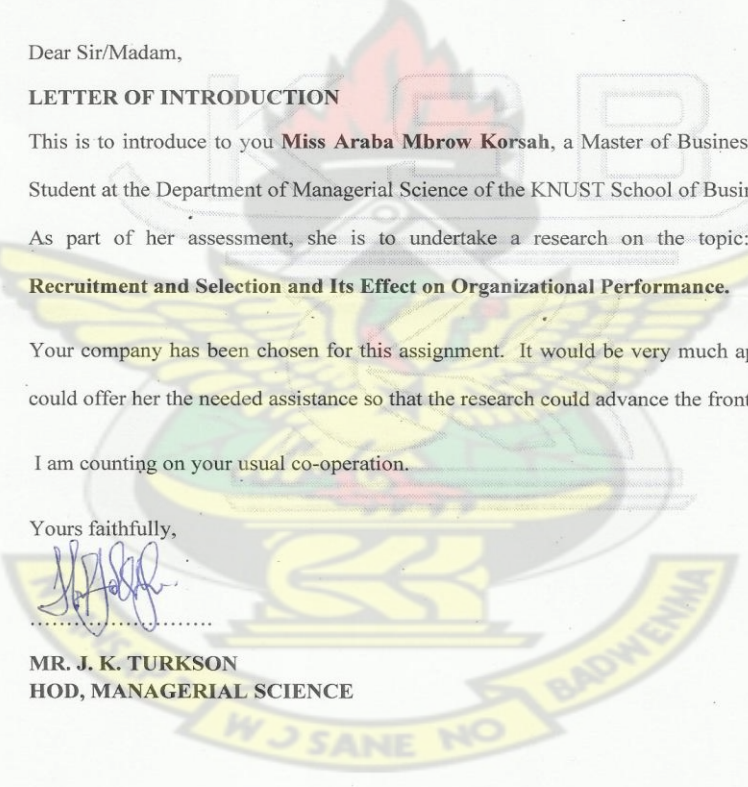
As part of her assessment, she is to undertake a research on the topic: **Challenges of Recruitment and Selection and Its Effect on Organizational Performance.**

Your company has been chosen for this assignment. It would be very much appreciated if you could offer her the needed assistance so that the research could advance the frontiers of learning.

I am counting on your usual co-operation.

Yours faithfully,

MR. J. K. TURKSON
HOD, MANAGERIAL SCIENCE

Departments: Managerial Science, Accounting and Finance, Marketing and Corporate Strategy, Service Management, Information and Decision Science.

Appendix 6

Suggested flow chart for recruitment and selection