

**ASSESSING THE EFFECT OF SELECTION TOOLS AS A PREDICTOR OF  
EMPLOYEE PERFORMANCE: A CASE STUDY OF GHANA REVENUE  
AUTHORITY, KUMASI**

**BY**

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**A thesis submitted to the Department of `Managerial Science, Kwame Nkrumah  
University of Science and Technology in partial fulfillment of the requirements  
for the Degree of**

**MASTERS OF BUSINESS ADMINISTRATION  
(HUMAN RESOURCE MANAGEMENT)**

**School of Business, College of Art and Social Sciences**

**July, 2014**

**DECLARATION**

**Candidate's Declaration**

I hereby declare that this submission is my own work towards the Master of Business Administration (Human Resource Management Option) and that to the best of my knowledge no part of it has been presented for another degree in this University or elsewhere, except where due acknowledgement has been made in the text

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### **ACKNOWLEDGEMENT**

It is worth to first and foremost offer thanks to Felicity Asiedu-Appiah (Mrs) ,Lecturer of the School of Business of the Kwame Nkrumah University of Science and Technology, Kumasi who despite of her tight schedule took time and pains to supervise this work. Discussions held with her had been very useful and resulted into the complete re-organisation of this work.

Special thanks go to my parents, Mr. and Mrs. Mensah who gave me prayer, financial and material support without which this work could not have been produced.

Finally, I wish to express my sincere gratitude to my brother Kwame Mensah Bonsu (Mr), Kwabena Asante Frimpong (Mr), Akwasi Agyemang Aning (Mr) of Ghana Revenue Authority for their support. May God bless friends and lovers who contributed in diverse ways to make this study successful.

## **DEDICATION**

This research work is dedicated to my father, Kwadwo Mensah for being a true and dedicated father.

## **ABSTRACT**

The study was conducted to assess the effect of selection tools as a predictor of employee performance at Ghana Revenue Authority, Kumasi. Hiring the wrong people or failing to anticipate fluctuations in hiring needs can be costly, it is important that conscious efforts are put into human resource planning (Biles, et al.,1980). The purpose of this study is to investigate, identify and determine which selection tool affects employee performance on the job and could be used to enhance organizational development at Ghana Revenue Authority, Kumasi. The study covered 100 respondents consisting of 7 management members, 43 senior staff and 50 junior staff. Respondents were randomly selected using proportional stratified sampling technique. Personal interviews and structured questionnaires were employed in primary data collection. The study revealed that interviews, tests, application forms and background reference checks were the main selection tools used at Ghana Revenue Authority, Kumasi. Interview 6 (85.7%) was the most commonly used selection tool. Reason contributing to the type of selection used included its popularity, ease to use, predictive ability and the organization's policy. Cognitive test was perceived to be a good predictor of employee performance whereas unstructured interview was perceived to be a poor predictor. Challenges identified with the use of selection tools included the use of outmoded selection tools such as graphology, improper use of selection of the selection tools, panel member bias and faking of some selection tools. Following from the findings, it is recommended in order to improve on the predictability of the selection tools used, the selection process must be based on merits and not on relationships and there is also the need for using combination of selection tools.

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### **LIST OF ABBREVIATIONS**

GRA	-	Ghana Revenue Authority
NRS	-	National Revenue Service
IRS	-	Internal Revenue Service
VAT	-	Value Added Tax
RAGB	-	Revenue Agencies Governing Board
LTU	-	Large Taxpayer Unit
CEPS	-	Customs, Excise and Preventive Service
DTRD	-	Domestic Tax Revenue Division
SSD	-	Support Services Division
GDP	-	Gross Domestic Product
SPSS	-	Statistical Package for Social Sciences
HR	-	Human Resource
HRM	-	Human Resource Management

## CHAPTER ONE

### INTRODUCTION

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#### 1.1 Background of the study

A wide range of methods exist for selecting employees in an organization. There is a considerable body of knowledge regarding what functions well across jobs and organizations and what does not, as well as substantial research on tools for specific types of positions such customer service manager. However, wide gaps between knowledge and practice exist in many organizations. Rynes, Colbert and Brown (2002) reported that 72% of the human resource managers they surveyed thought that, an average conscientiousness is a better predictor of employee performance than intelligence whereas the reverse is actually true. They also found that the majority of respondents believed that companies that screen job applicants for values have higher employee performance than those that screen for intelligence.

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The ability of managers, especially human resource managers to hire and train appropriate personnel is a critical task (Jones and Hill, 2000). This has always been the bane of managers since the survival of an organization depends on the quality of the workforce. For managers to be successful, they have to pay greater attention to staffing which is a very strategic area. With regard to this, effective and efficient mechanisms must be put in place to ensure that rightful persons are hired for positions. This managerial decision involves job analysis which eventually establishes job description (tasks, duties and responsibilities or job content) and job specification (knowledge, skills and abilities that an individual requires to be able to perform well on the job). According to Armstrong (1991) these human resource activities lead to

recruitment and selection of prospective employees. Recruitment includes all activities managers engage in to attract and develop a pool of qualified candidates for open positions. Lussier (2005) explained selection as the process of choosing individuals who have the relevant qualifications to fill a vacant job in an organization.

Many organizations use various selection procedures to hire the best employees. Organizations rely on selection tools such as structured interviews and mental ability tests in order to make accurate predictions about employee's performance, thus, helping them to make the right choice of applicants. Better selection strategies result in improved organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. In addition, the effectiveness of an organization's selection system can influence bottom-line business outcomes such as productivity and financial performance. It is in the light of the above that the study seeks to look at the role of selection tool in predicting an employee's performance.

The establishment of the GRA is part of the reform in revenue administration in Ghana which began in the mid eighties when CEPS and IRS were taken out of the Civil Service and made semi-autonomous and self accounting public sector institutions with separate boards with the National Revenue Secretariat (NRS) set up to formulate revenue policies ,manage tax reforms and supervise the activities of CEPS and IRS .In 1998, the Value Added Tax Service was established to administer VAT and other consumption taxes. The Revenue Agencies Governing Board (RAGB) was set up by RAGB Act, 1998 (Act 558) to supervise and monitor the operations of the Revenue Agencies. In 2002, the Taxpayer Identification Number was introduced

to enhance information interchange and risk profiling. Then in 2004, the Large Taxpayer Unit (LTU) was set up to operate on functional lines as a pilot programme for the future integration of tax administration in Ghana as well as to serve the needs of large taxpayers as a one stop shop operation. In December 2009, the three revenue agencies, the Customs, Excise and Preventive Service (CEPS), the Internal Revenue Service (IRS), the Value Added Tax Service (VATS) and the Revenue Agencies Governing Board (RAGB) Secretariat were merged in accordance with the Ghana Revenue Authority Act 2009, (Act 791) to establish the administration of taxes and customs duties in the country. The GRA has three main divisions. They are Customs Division, Domestic Tax Revenue Division (DTRD) and the Support Services Division (SSD). The three-winged structure designed to ensure maximum efficiency in the Authority's core business of revenue mobilization merges the management support services of Finance, Administration, Research Planning and Monitoring, Human Resource and Information Technology of the erstwhile agencies under one Support Services Division. This leaves the Customs Division and the Domestic Tax Revenue Division unencumbered by peripheral functions to focus entirely on revenue collection with Support Services Division supporting them with the required management services. The Ghana Revenue Authority Act,2009 (Act 791) has repealed the Internal Revenue Service Law,1986 (PNDCL 143) which set up the Internal Revenue Services (IRS), which converted the former Central Revenue Department into a statutory body and an agency of the government. The Ghana Revenue Authority Act establishes the Ghana Revenue Authority (GRA) Board as its governing body with a mandate to enforce and collect taxes. The Authority's contribution to the GDP of the country as at the year 2014 is 24,925,807,555 representing 23.6%. The mission of the Authority is to mobilise revenue for national

development in a transparent, fair, effective and efficient manner. This can be achieved through selecting a well trained, disciplined and highly motivated employee.

### **1.2 Statement of the problem**

The performance of employees is a major determinant of how successful an organization will be in achieving its strategic goals. Research indicates that organizations perform better when their selection method is comprehensive (Terpstra et al., 1993). Gardner et al. (1995) have drawn attention to the comprehensibility of this process. In this way, realistic job previews help in deciding about the suitability of the candidates. Dales (1995) argued that most mistakes are caused by the fact that managers generally give little thought to the critical nature of the decisions. Employers are surprised and disappointed when an appointment fails, and often the person appointed is blamed rather than recognizing the weaknesses in the process and methodology, even the soundest of techniques and best practice (in selection) contain scope for error. Some of this is due to the methods themselves, but the main source is the frailty of the human decision makers.

The cost of making the wrong hire has never been greater than in today's economic climate. Hiring the wrong people or failing to anticipate fluctuations in hiring needs can be costly, it is important that conscious efforts are put into human resource planning (Biles et al., 1980). When the right employees are not hired initially they are more likely to be dissatisfied, and may not likely remain with the organization. Employees that are not rightly selected may also not be emotionally stable, likely to be frustrated and therefore not be able to put the best performance to increase productivity.

The validity of a hiring method is a direct determinant of its practical value but not the only determinant. Another direct determinant is the variability of job performance. At one extreme of variability were zero, then all applicants would have the same level of later job performance if hired. In this case the practical value or utility of all selection procedures would be zero. In such a hypothetical case it does not matter who is hired because all workers are the same. At the other extreme, if performance variability is very large, it then becomes important to hire the best performing applicant and the practical utility of valid selection method that is very large. As it happens, this extreme case appears to be the reality (Schmidt and Hunter, 1998).

These debates as to which selection tool is best predictor of employee performance is a matter of concern to human resource practitioners. Therefore the purpose of this study is to investigate, identify and determine which selection tool affects employee's performance on the job and could be used to enhance organizational development at Ghana Revenue Authority, Kumasi.

### **1.3 Objectives of the study**

The objective of the study has been grouped into two sections. Thus, the general objective and specific objective. The general objective of the study is to assess the selection tools as predictors of employee performance.

#### **1.3.1 *Specific objectives***

Specifically the study attempts to achieve the following objectives

- (a) To find out the various selection tools and why they are used at Ghana Revenue Authority, Kumasi



- (b) To determine the selection tool (s) that predict (s) more accurately employee performance at Ghana Revenue Authority, Kumasi
- (c) To ascertain the challenges associated with using specific selection tools at Ghana Revenue Authority, Kumasi.
- (d) To make recommendations based on the findings on how to improve the predictability of these selection tools at Ghana Revenue Authority, Kumasi.

#### **1.4 Research Questions**

The study seeks to answer the following questions

- (a) What are the various selection tools used at Ghana Revenue Authority and why are they used?
- (b) Which of the selection tool (s) predict (s) more accurately employee performance at Ghana Revenue Authority, Kumasi?
- (c) What are the challenges associated with using specific selection tools at Ghana Revenue Authority, Kumasi?
- (d) How can Ghana Revenue Authority, Kumasi; improve on the predictability of their selection tools?

#### **1.5 Significance of the study**

The study will identify which selection tools could predict employee performance and why some cannot predict. The findings of the research are of immense benefit to the government and people of Ghana and beyond. In this regard, the beneficiaries of this study include HR managers, top management members in an organization, entrepreneurs, non-governmental organizations and governmental agencies. This is because the findings will provide appropriate selection tools for these groups of

people to rely on in order to make accurate predictions about employees' performance. It will also help the above mentioned agencies to make the right choice of applicants. This will tend to help all business organizations to adopt good selection practices so as to grab employees of good skills to push the goals of their organizations forward.

Selection procedure sets out to ensure that the right people are selected on merit so that the process is free from bias and discrimination. Although in Ghana many organizations go through the selection process to employ their staff members, there are perceptions that most of the practices are shrouded in secrecy. This study seeks to identify and determine the importance of selection practices in the development of organizational goals. It will also provide students with an opportunity to contribute to knowledge.

### **1.6 Brief methodology**

The research design was a case study. The justification for this method was that it generated answers to questions such as why, what and how, which helped in answering the research questions. A case study strategy is mostly used in exploratory and explanatory research (Saunders et al., 2007). The study adopted both exploratory and explanatory approaches. This study employed purposive sampling technique (a non-probability sampling method) that obtained information from the human resource department of Ghana Revenue Authority, Kumasi. In addition, proportional stratified sampling technique was employed to select the sample because this sampling technique often improves the representativeness of the sample by reducing sampling error. The total population of staff members of GRA is 206. For the past three (3) years a total of 100

workers have been employed comprising of 50 junior staff, 43 senior staff and 7 management members. However, the sample size for the study was 100.

This study made use of both primary and secondary data. Information obtained from respondents served as the primary source of data whilst previous related studies and information from the human resource department of GRA served as the secondary source data.

Both self-administered questionnaires and face-to-face interview were used in the data collection. Self-administered questionnaires and interviews were conducted to get an overview of the selection process in GRA. The data collection instruments used were convenient for the researcher to have access to data needed for the analysis. The researcher also conducted an interview guide to get an overview of the selection process in GRA as the secondary data. This data collection instrument used was also convenient for the researcher to access data needed for the analysis. Data helped to check for accuracy, identifying omissions and incorrect documentations. This was recorded on the computer using Statistical Package for Social Science (SPSS) computer software for safe keeping and confidentiality of information. Tables, graphs, pie charts, percentages, descriptive analysis were used to present the findings of the study.

### **1.7 Scope of the study**

In general, the target population for the study was all staff members of Ghana Revenue Authority. However, the accessible population or the sample within the scope of this study was staff members of Ghana Revenue Authority in Kumasi who have been employed for the past three years or more in the organization. The study

was conducted in the Kumasi branches of the Ghana Revenue Authority of Ghana. The study covered only four selection tools or processes. These were application forms, interviews, test and references and how these tools could predict employee performance. The study was wholly descriptive and a case study.

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### 1.8 Limitations of the study

The study adopted a case study design which was been limited by external validity. Thus the findings of this cannot be generalized to situations beyond the study area without cautions. The researcher also encountered major limitations as regards finance, time constraints and willingness of prospective respondents to answer the questionnaires. There was the need to look into details the use of the various forms of selection tools in predicting employee performance. The researcher faced financial difficulties which did not allow this issue to happen. On the issue of time, respondents delayed the filling of the questionnaires. As a result, it affected the time schedule for the study.

Finally, the willingness of prospective respondents to answer the questionnaires from the organization under the study also delayed the final report. The prospective respondents to answer the questionnaires from the organization under the study complain of their busy schedule at post. However, the effects of these limitations would not be so severe as to render the study useless. Thus at the end the researcher strived to achieve the stated objectives.

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### **1.9 Organization of the study**

The study has been divided into five chapters. The Chapter One which is the Introduction dealt with Background of the study, Statement of the problem, Objectives of the study, Significance of the study, Brief methodology, Scope of the study, Limitations of the study and Organization of the study. Chapter two presented information on Literature review, The concept of recruitment and selection tool, The selection process, The selection decision, The selection method, Traditional selection tools such as Scored application forms, Structured interviews, Reference check, Graphology and Criminal records check, Modern selection techniques for example Pre-employment test and Work sampling and simulation, Hybrid selection techniques example Assessment centre's. Why some selection tools are widely used, Criteria for the choice of selection technique, Reliability and validity of selection tools, Selection tools and its predictability, Challenges of using selection tools, Improvement of recruitment and selection decision, Selection tools and employee performance, Employee performance considering Employee performance measurement and finally Importance of effective selection tools.

Chapter three presents Methodology and Organizational Profile which also dealt with the Introduction to Methodology, Research design, Sources of data, Study population and sample size, Sampling technique, Research instrument for data collection, Data analysis tools, Organizational Profile and Selection process of the organization. Chapter four on Data Presentation, Analysis and Discussion looked at the presentation and analysis of the data collected and finally Chapter five of the study was on Summary findings, conclusion and recommendations which dealt with Introduction, Summary of findings, Conclusions and Recommendation

## CHAPTER TWO

### LITERATURE REVIEW

#### **2.1 Introduction**

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Once the recruiting effort has developed a pool of candidates, the next step in HRM process is to determine who is qualified for the job. The step is called selection or screening of job applicants to ensure that the most appropriate candidates are hired. This chapter reviews studies and defines key concepts that are relevant to the present study. Several literatures would be selected and relevant areas would be reviewed and evaluated. This chapter provides information about aspects of previous works which relate to this study. In view of this a number presentations culled from various sources are under review.

#### **2.2 The concept of recruitment and selection tool**

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Recruitment and selection forms the foundation of the core activities and processes underlying human resource management. The success and sustainability of most organizations is directly proportional to skills and competencies of the employees, equally the entry point into an organization is dependent on the effectiveness of the recruitment and selection practices of the hiring team within the organization. The term recruitment and selection are often use interchangeably because it means slightly different things. In lay parlance, both of them are viewed as the same. Academic however have pointed out differences between recruitment and selection. The difference between recruitment and selection is that recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies, it is therefore the process of identifying and encouraging prospective employees to apply for jobs and selection on the other hand

can be defined as the process of determining from among the applicants who can meet the job requirements and can be offered the vacant position in the organization (Placido 2012). According to the definition of Placido, selection is concerned with picking up the right candidate from a pool of applicants through differentiating between applicants. According to Costello (2006) recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests, which differ from selection, which is the process of choosing from a group of applicants the individual best suited for a particular position (Mondy and Noe, 1993). While recruitment is said to be positive in its approach as it seeks to attract as many candidates as possible, selection on the other hand is negative in its application as much as it seeks to eliminate as many unqualified applicants as possible.

According to Bohlander and Snell (2007), there are a myriad of selection tools at our disposal when trying to determine if a candidate is the right person for a job. The use of good selection tools for a good selection decision will make all the difference in the kind of employee you hire.

Choosing the right people to fill jobs is one of the most important responsibilities of any manager. If the right applicant is not hired instead of the other, it will affect the overall performance of the business. For this reason Gion and Gibson (1988), defines selection as a process culminating in a decision to hire one or applicants for employment and not hire others. Successful recruitment and selection begins with proper employment planning and forecasting. In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on an

analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expanded to attract and retain such talent. Also related to the success of a recruitment process are the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources. The focus of recruitment and selection according to Montgomery (1996) is on matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job.

Jovanovic (2004) said recruitment is a process of attracting a pool of high quality applicants so as to select the best among them. For this reason, top performing companies devoted considerable resources and energy to creating high quality selection systems.

Recruitment and selection processes are important practices for human resource management, and are crucial in affecting organizational success Jovanovic (2004). Due to the fact that organizations are always fortified by information technology to be more competitive, it is natural to also consider utilizing this technology to re-organize the traditional recruitment and selection process through proper decision techniques, with that both the effectiveness and the efficiency of the processes can be increased and the quality of the recruitment and selection decision improved. A human resource information system is a system exploited to acquire, store, manipulate, analyze, retrieve, and distribute relevant information regarding an organization's human resources (Huselid, 1995). The system helps manage human resource service from the top management level to the down and daily management level. Human resource management problems from recruitment to pension are solved through modern computerized process and are of vital importance as an aggressive tool in the information age.



The selection system should also depend on job analysis, this ensures that selection criteria are job related.

The literature on selection tools reveals that they are classified into traditional selection tools, modern selection techniques and hybrid selection techniques. The traditional selection tools are the old ways of using selection tools such as scored application forms, criminal records check, interview, reference check and graphology by placing adverts in local and national newspaper to select employees into the organization. The modern selection technique involves placing advertisements and selection qualified personnel's through the internet. All major employees have online recruitment methods where a candidate completes application form on the company websites and are selected through the internet. The last method, which is the hybrid, combines both the traditional and modern methods of recruitment and selection (carol 2003).

### **2.3 The selection process**

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

conducted, the organization has a clear indication of the particular requirements of the job, where that job fits into the overall organization structure, and can then begin the process of recruitment to attract suitable candidates for the particular vacancy. Once a pool of candidates has been identified through the recruitment process, the most appropriate candidate or candidates are identified including but not limited to interviewing, referencing checking and testing. The purpose of the selection process is to ensure that the best person or people are appointed to the role or roles using effective, fair and equitable assessment activities. Employee Selection process helps in putting right men on right job. It is a procedure of matching organizational requirements with the skills and qualifications of people. Effective selection can be done only when there is effective matching. By selecting best candidate for the required job, the organization will get quality performance of employees. Moreover, organization will face less of absenteeism and employee turnover problems. By selecting right candidate for the required job, organization will also save time and money. Proper screening of candidates takes place during selection procedure. All the potential candidates who apply for the given job are tested (Carol, 2003). The employee selection process takes place in the following order;

**Preliminary Interviews:** every organization depending on the position it is recruiting to occupy have some minimum qualification or eligibility criteria for that particular position. The preliminary interview, which is also known as screening interview is used to eliminate those candidates who do not meet the minimum eligibility criteria laid down by the organization based on the information supplied in the application form. The basic objective is to eliminate misfit. The skills, academic and family background, competencies and interests of the candidate are examined during

preliminary interview. Preliminary interviews are less formalized and planned than the final interviews. The candidates are given a brief up about the company and the job profile; and it is also examined how much the candidate knows about the company. Preliminary interviews are also called screening interviews or courtesy interview and are a good public relations exercise (Casio 1995).

Application blanks: The candidates who clear the preliminary interview are required to fill application blank. It contains data record of the candidates such as details about age, qualifications, capabilities, reason for leaving previous job, experience, etc.

Written Tests: Various written tests conducted during selection procedure are aptitude test, intelligence test, reasoning test, personality test, etc. These tests are used to objectively assess the potential candidate. They should not be biased.

Employment Interviews: here interview is a formal and in-depth conversation between applicant's acceptability. It is considered to be an excellent selection device. Interviews can be one-to-one, panel interviews, besides there can be structured and unstructured interview. Stress interviews between the interviewer and the potential candidate. It is used to find whether the candidate is best suited for the required job or not. But such interviews consume time and money both. Moreover the competencies of the candidate cannot be judged. Such interviews may be biased at times. Such interviews should be conducted properly. No distractions should be there in room. There should be an honest communication between candidate and interviewer (Steel 2006).

Medical examination: Medical tests are conducted to ensure physical fitness of the potential employee. It will decrease chances of employee absenteeism. A job offer is often contingent upon the candidate passing the physical examination (Steel, 2006)

Appointment Letter: this is where the final selection is done. Job offer becomes important to those applicants who have crossed all the previous hurdles. A reference check is made about the candidate selected and then finally he is appointed by giving a formal appointment (Hunter, 1994).

### **2.3.1 The selection decision**

After obtaining all the information, the most critical step is the selection decision is to be made. The final decision has to be made out of applicants who have passed preliminary interviews, tests, final interviews and reference checks.

While the caliber of candidate is determined by the value of the recruitment process, the selection decision remains a difficult one. Gould, (1984) argues that most mistakes are caused by the fact that managers generally give little thought to the critical nature of the decisions. Employers are surprised and disappointed when an appointment fails, and often the person appointed is blamed rather than recognizing the weaknesses in the process and methodology, even the soundest of techniques and best practice (in selection) contain scope for error. Some of this is due to the methods themselves, but the main source is the frailty of the human decision makers. Though the quality of the selection process is to ensure that the best person is or people are appointed to the role, the final decision of who is selected is very critical.

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The human decision makers being guide by the selection process must therefore appoint the best person using effective, fair and equitable assessment activities. The views of line managers are considered generally because it is the line manager who is responsible for the performance of the new employee (Steel, 2006).

#### **2.4 The selection method**

This section looks at the process of selecting candidates. A variety of methods are available and consideration needs to be given as to which are suitable for a particular post.

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

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Choosing the best person for a position is a vital factor in ensuring effective workers as well as high-performance management. Thorough recruitment and selection procedures are an important part of high-performance management. Performance management has been defined (Armstrong and Baron, 1998) as 'a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors'.

In this era of fast changing business circumstances, businesses need effective management and recruitment and selection procedures in order to be successful.

Human resource managers face many decisions when selecting selection methods. Issues to consider include the, cost, ease, participant time demands (e.g., total time, days of week, and time of day), and efficiency (e.g., staff hours per recruited participant). Managers have a number of methods from which to choose, including application forms, online screening, interviews, psychometric testing, ability and aptitude test, personality profiling, presentations, group exercises, assessment Centre's, references etc. the methods are grouped under traditional selection tools, modern selection techniques and hybrid selection techniques.

### **2.5 Traditional selection tools**

These are the traditional approaches for applying for jobs and selection methods by organizations. They are considered as old ways of using selection tools by organizations. This process of selection candidates have a variety of methods

available and consideration needs to be given to which are suitable for a particular post. Traditional selection tools include the following.

### ***2.5.1 Scored application forms***

The traditional approach to applying for jobs where a fairly lengthy application form is filled and selection is done through the application by selecting applicants who qualifies for the position through the information given on the application form.. This may be off-putting for some candidates. Therefore, application forms, if used, should only address the really important areas to allow short listing to take place. The benefit of using an application form from the organization's perspective is that it ensures that the same information is gained from candidates which help to achieve a level of consistency in the short-listing process.

Organizations should ensure that shortlisters understand the need to not directly discriminate and that awareness training is put in place to help shortlisters recognize and challenge their own prejudices and beliefs. Recruitment processes must ensure that decisions about shortlisting are made on the basis of the applicant's ability to undertake the job. For example, shortlisters may be asked to provide information on the reasons why certain decisions were made, in order to demonstrate that the decision was not related to irrelevant personal characteristics (Hunter, 1994)

### ***2.5.2 Structured interviews***

Structured interviews are the most effective type of interview. The interview process is formed through identification of the key requirements of the job and a list of questions is drawn up. A panel of interviewers works through each set of questions

with each candidate and scores them on their answers. At the end of the interview process the overall scores are considered and the best candidate chosen. If additional selection methods are chosen this is fed into the overall process at the end and again the best-fit candidate is offered the appointment. Even where the interview is structured, this does not mean that follow up questions cannot be asked to probe more deeply into a candidate's skills and experience. An interview which does not do this, but instead sticks to a rigid list of questions, will not allow the interviewer to obtain the information required to make a proper decision. Members involved in the interview process should be trained in interviewing skills and the sorts of questions they should or should not ask. (Hunter 1994)

### ***2.5.3 Reference check***

References are also used as a selection tool. They are important in formally assessing the applicant's worth for the position. Unsatisfactory references may affect decisions to appoint candidate. There are three kinds of references namely academic reference, character reference and work or experience reference.

### ***2.5.4 Graphology***

It is the art and science of the analysis of the individual through his hand writing. Is the study of handwriting, especially when employed as a means of analyzing personality and character? Graphologists believe such details can reveal as much about a person as astrology, palm reading, psychometrics or the Myers-Briggs personality type indicator (Carrol, 2003).



### ***2.5.6 Criminal records check***

This is a kind of background evaluations, sometimes referred to as background investigation. It seeks information about an applicant's criminal and personal history in an effort to investigate behavioural reliability, integrity and personal adjustment. Criminal records check are conducted to determine whether there are any historical facts that would interfere with an applicant's ability to perform the job, including violation of statutes, regulations or laws. Examples of facts investigated here are applicant's employment history, past illegal drug use and previous criminal records (Hilliard, 2001).

## **2.6 Modern selection techniques**

The modern selection methods are the new ways of using selection tools by organization. This is where recruitment and selection practices are mostly than online. Online recruitment has been described as the new era in terms of recruiting employees. "There is a war for talent; there are skill shortages; and there is no doubt that, used correctly, Internet-based recruitment solutions produce more accurate, faster and more cost-effective processes," says Roy Davis, head of communications at SHL, occupational psychologists and psychometric test developers. From this quote, we can now assess how Internet recruitment can solve the problems inherent in traditional methods (IRS Employment Review, 2002).

### ***2.6.1 Pre-employment test***

Pre-employment test are conducted on applicants to test their knowledge on particular jobs before they are selected for particular positions. Different companies conducts different pre-employment test depending on the position they are selecting for.

Among the different test conducted are cognitive test, ability test, job knowledge test and personality test. This sort of test are designed to systematically elicit information about a persons, preferences, interest, emotional make up, style of interacting with people, technical or professional expertise, applicants tendency to be honest, trustworthy and dependable among others (Elkins, 2000)

### ***2.6.2 Work sampling and simulation***

Work sampling test requires applicants to perform task or work activities that mirror the tasks employees perform on the job because work samples require applicants to perform task identical or highly similar to task from the job. Great care is taken in trying to mimic the work environment to the greatest extent possible. Work sample task should only be used in situations where applicants are expected to possess the required competencies upon entry into the position, if training on how to perform the work activities will be provided after selection, the work sampling method will not be appropriate (Carol, 2003)

## **2.7 Hybrid selection techniques:**

The hybrid selection techniques involve a combination of selection tools which are used to select the most appropriate candidate for a job. The selection tools used here can be a combination of either the traditional and modern method or a combination of methods under the traditional or modern method (Carrol, 2003).

### ***2.7.1 Assessment Centre's***

Assessment Centre's (ACs) have become increasingly popular over the recent years to obtain the best possible indication of an individual's actual or potential competence to

perform at a target job. It is important to realize that an AC is not a place, but in fact a method or approach for assessing individuals. The AC's approach or procedure for achieving this objective is to combine a range of assessment techniques so that the fullest and clearest indication of competence is achieved. When properly designed and carried out, ACs has been consistently successful in making valid and reliable predictions of candidate success. Assessment centers involve a combination of selection methods which are given to a group of candidates over the course of a day, or several days. Often, an AC will consist of a series of simulations and exercises that aim to reflect the tasks involved in the target job. Overall, applicants often favour ACs because of their use of work sample tests and the opportunity that they provide to meet assessors and to perform job-related exercises alongside other candidates. Candidates of an AC are assessed, either in a group or individually, on a series of job-relevant dimensions. In group assessment it is common to be assessed by a team of assessors who are each responsible for two or three candidates. Typical dimensions assessed are often quite complex. Dimension labels such as interpersonal skills, analytic skills, leadership, sensitivity, tolerance of ambiguity, and decisiveness are all common. There are both advantages and disadvantages to such a clinical and statistical method of assessment and selection. A reliable and valid AC will successfully combine the art of selection with the science of statistical analysis, limiting the imperfections of each technique. Irrespective of their downfalls, when correctly used, ACs can give a highly accurate indication of an individual's potential at a job (Armstrong and Baron 1998).

## **2.8 Why some selection tools are widely used**

There has been recent concern and thoughtful discussion on the potential threat of unscientific claims personnel selection methods that include personality testing on the internet and the use of modern online testing for selection purpose specifically (Anderson et al 2004). At the same time and largely based on the public's acceptance of the internet and related technological applicants, both public and private companies, including governmental agencies are re-thinking traditional selection processes and recruiting methods (Mooney, 2002). Yet several featured articles in human resources publications, while touting the benefits of online testing of job applicants, caution that online selection firms are not regulated.

However in the contemporary business environment, companies are faced with the critical challenge to recruit and retain qualified employees (Dangan, 2000). Thus it appears that companies now have at their disposal a conceptually sound framework (Person job-fit), cost effective, speedy and convenient system to meet their personnel selection needs in a highly competitive environment. However recent reviews of the literature report that employers continue to rely on traditional methods of selection tools, managers can use a number of selection device to reduce accept and reject errors, the best known devices include device such as structured interviews, references and criminal records checks due to its convenient and cost effective system. Almost all organization requires job candidates to fill out application. The application might be a form on which the person gives his or her name, address, telephone number and few other details or it might be a comprehensive personal profile, detailing the person's activities, skills and accomplishment. The interview too is an almost universal selection device. Because there are so many variables that can

impact interviewer judgment, the interview may not be the most useful selection device. However, managers can make interviews more valid and reliable.

At the same time the popularity of personality test in personnel selection cannot be ignored (Thomin, 2002). In fact Cascio (1995) argues that well developed measures of personality characteristics can account for additional variance in prediction of behavior on the job. However, the key issue for Cascio is whether alternative technology aids such as computer based tests provide equivalent psychometric properties when compared to traditional “in-person” evaluation. Though the modern method of selection tools was to eliminate problems in traditional recruitment, it has not been completely successful in that regard.

### **2.9 Criteria for the choice of selection technique**

Selecting qualified applicants is a critical step in building a talented and committed workforce and supporting an effective organizational culture. While many applicants may apply for any particular position, quantity does not guarantee quality. Personnel assessment procedure can be cost-effective tool in narrowing down large applicant pools. Personnel assessment refers to any method of collecting information on individuals for the purpose of making a selection decision.

Effective personnel assessment involves a systematic approach towards gathering information about applicant’s job qualification. Factors contributing to successful job performances are identified using a process called job analysis. Job analysis identifies the duties performed on the job and the competencies needed for effective job performance. Basing personnel selection closely on job analysis results makes the

connection between job requirements and personnel selection tools more transparent, thereby improving the perceived fairness of the assessment process. Using effective selection tools will reduce error of selection.

### **2.10 Reliability and validity of selection tools**

In selecting and evaluating selection tools, one must consider a number of important factors such as reliability and validity. Any selection device that a manager uses should demonstrate validity, a proven relationship between the selection device and some relevant criterion. In addition to being valid, a selection device must also demonstrate reliability which indicates whether the device measures the same thing consistently. The term reliability refers to consistency. Selection reliability is demonstrated by the consistency of scores obtained when the applicants re-examined with the same or equivalent form of an assessment. No selection procedure is perfectly consistent. Reliability reflects the extent to which individual score differences are deemed to “true” differences in the competency being assessed and the extent to which they are due to chance or random errors. Reliability is also a key factor in evaluating the validity of an assessment. Validity refers to the relationship between performance on job selection and performance on the job. Validity is the most important issue to consider when deciding whether to use a particular selection tool, because a selection tool that does not provide useful information about how an individual will perform on the job is of no value to the organization. There are different types of validity evidence, which type is more appropriate depends on how the assessment method is used in making an employment decision (Bridle, 2005; Schmidt and Hunter, 1998).

### **2.11 Selection tools and their predictability**

The effective acquisition and utilization of an organization's human resources is central to the growth, viability and survival of any organization (Jones & George, 2006). Employee selection as an aspect of human resourcing, in a wider context of human resource management (HRM) 'is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job (s), given the management goals and legal requirements' (French & Rumbles, 2009). Selection is an exercise in prediction. It seeks to predict which applicants will be successful if hired. Because of the importance of the selection tool and how critical it is for organizational performance, it is important to choose the appropriate selection tool for selection of appropriate applicants.

The concepts of predictive and face validity have been identified as critical to employee selection. Although without a univocal definition, a critical evaluation of many of the definitions offered by various scholars, point to the fact that face validity has to do with how applicants perceive, accept and react to a selection process; while predictive validity centre on how the process is able to correctly measure or predict the future job performance of those selected (Pilbeam & Corbridge, 2006; Smither et al, 1993; Ni & Hauenstein, 1998).

The central concern of any selection method is to pick out the best candidates in order to maximize the utility and predictability of the process. If an organization is to achieve a competitive advantage in this contemporary market place, it is important that those hired from the selection process should provide maximum utility and productivity on their various assigned tasks (Allan et al., 2007). As Pilbeam and

Corbridge (2006: 142) have pointed out, 'inappropriate selection decisions reduce organizational effectiveness, invalidate reward and development strategies, are frequently unfair on individuals recruited and can be distressing for managers who have to deal with unsuitable employees.' It is also of critical importance for the products of a selection process to exhibit high predictive value and usefulness considering the costs associated with the process and turnover. Pilbeam and Corbridge (2006) support this position, when they argue that inappropriate selection is very expensive.

The process with which the selection tool is designed can predict its success. The design of a selection tool should begin with a review of the critical competencies identified from job analysis results. Once you decide what to select, you must then determine the structure of the personnel selection process (Carol, 2003). One key consideration is the number of selection tools to include in the process. Using a variety of selection tools tend to improve the prediction of the validity of the process and will provide information on different aspects of an applicant likely job performance. Using a single measure will tend to identify applicants who have strategies in a specific area but may overlook applicants who have high potential in other areas. Assessing applicants using multiple methods will reduce errors, because people may respond differently to different methods of selection. For example some applicants who excel at written test may be too nervous to do well in interviews, while others who suffer from text anxiety may give impressive interviews.



Another way of predicting selection tools is using a correlation coefficient. A correlation coefficient is usually adopted in measuring predictive validity. Taylor, 2007 summarizes the analysis of the coefficient correlation thus:

Were selection processes to be found to have resulted in a correlation coefficient of 1, it would have predicted the relative performance of employees with perfect accuracy. Conversely, a correlation coefficient of score equal to 0 indicates the absence of any predictive accuracy at all.

In all, predictive validity helps measure the utility and reliability of a selection process as a HR strategy. It makes it possible to empirically test a particular selection procedure with the performances of those selected through the process with a view of enhancing the efficacy of such method.

### **2.12 Challenges of using selection tools**

According to Kaplan and Norton, (2004) a common problem in recruitment and selection is poor HR planning. Rigorous HR planning translates business strategies into specific HRM policies and practices. This is particularly so with recruitment and selection policies and practices. The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labour market are important in recruiting and deploying appropriate employees at the right time. Past research shows that the competency level of HR managers has a major influence on recruitment and

selection and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of the applicants. Moreover, effective recruitment and selection is possible only if there is a dedicated and competent HR team (Kaplan and Norton, 2004).

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

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

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Scholars have argued that other key issues and controversies run through analyses of human resource management and recruitment and selection: efficiency, control, and the difficulty of orienting practice towards social justice are often cited. The first two problematic, as (Burton, 2001) notes, have been central to the management of people for as long as managers have been present in organizations. The latter is also common across all organizations, but is a particular academic and policy concern for smaller or growing organizations (Burton, 2001). In recruitment and selection practice the construction of formalized selection frameworks and norms of acceptable discrimination may be seen as an attempt to enable managers to navigate between efficiency, control and social justice. In their advice on how to achieve the perfect fit

of person, organization and job, they argue that selecting on the basis of managerial opinion is 'utterly unscientific and unreliable and that managers are 'liable to be turned this way and that by the most inconsequential of considerations'. In place of this unsatisfactory state of affairs, these authors propose that physiognomy and the physical self—provide the key to 'unlocking the inner secrets' of the individual seeking employment, and therefore should inform the selection process. Managers are advised to assess nose, forehead, chin, habitual facial expression, digestion, skin texture, and elasticity of muscle as found in Blackford and Newcomb, 1914 early people management textbook. The underlying philosophy of this process is that everything about man indicates his character and as much information as possible should be collected to inform a decision - their list also includes religious belief and marital status.

### **2.13 Improvement of Recruitment and Selection Decision**

Much of the recent literature on personnel management has emphasized the necessity for the recruitment and selection of employees who are committed to the goals of the organization. Recent waves of organizational restructuring have dramatically changed and, in many cases, destroyed existing employment relationships. As traditional autocratic structures flatten and organizations utilize multidisciplinary teams to remain competitive, the need for strategic and transparent systems becomes paramount (Bingley et al, 2004). Bingley et al, (2004) suggested that, increasingly, many organizations are being transformed from structures that are built on functions and jobs, to those where focused, self-directed work teams, made up of empowered individuals with diverse backgrounds, are replacing traditional specialized workers. Cran, (1995), highlighted that firms need adaptable people who can adjust to rapidly

changing customer needs and operational structures, while Burton (2001) argues that employees, and the way they work, comprise the crucial difference between successful and unsuccessful organizations. He argues that as technology increases and product life cycles shorten, the major source of competitive advantage will be the individual worker. Delery and Doty, (1996) further developed this view of the prevailing business environment and reiterated that: with the sweeping changes in today's business climate and the rise of re-engineering to meet the needs of organizations in the area of downsizing or cost diminution, (search) firms must be equipped to recruit individuals who can operate in a non-structured or "virtual" organization. Even in today's technically advanced business environment, the human factor will always be instrumental to the success of an organization.

Furthermore, Drucker, (1999) indicates that, as companies downsize, "delayer" and try to boost productivity with fewer people, those that remain are being asked to assume more tasks, roles and responsibilities. He proposes that, as this trend continues, companies will be asking fewer employees to know more, do more, change more and interact more and thus interest is increasingly focused on identifying the recruiting sources that are most likely to yield high quality employees and the selection methods that best predict future job performance. Arguments such as these have led to suggestions that the critical organizational concern today is the hiring or promoting of the best qualified people while still meeting all regulatory requirements. A study commissioned by the IPD's Recruitment Forum highlighted a number of common failings in the recruitment and selection process. Included among these failings were

- a) No obvious link with HR strategy, resourcing strategy and broader business and Organizational goals
- b) Use of referencing for short listing;
- c) Unclear use of structured interview design and application
- d) Increasing use of invalid prediction methods
- e) Lack of widespread monitoring and lack of remedial action in those organizations that did monitor recruitment;
- f) Lack of validation of situation specific selection procedures.

These results are suggestive of an inability or unwillingness to appreciate the strategic imperative of effective recruitment and selection practices. Smith and Robertson (1993) argue for greater precision in recruitment and selection and caution that a company can be dragged to its knees by the weight of ineffective staff which decades of ineffectual selection methods have allowed to accumulate. Smith and Robertson, (1993) further noted that the problem of inefficiency may be as a result of a difficulty in distinguishing good practice from common practice. Should this be the case then the problem may lie less with the processes utilised and more with the traditional perception of what constitutes effective, valid recruitment and selection practices. The traditional perspective on recruitment and selection assumed a rational framework, where the largely objective qualifications of the individual were matched to the requirements of the job (Stoner and Freeman, 1992).

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

However, more recently, there is growing evidence to suggest that the notion of 'fit' as it relates to suitability has assumed heightened significance in organizational settings. Kersley et al, (1997), defines 'fit' as the degree to which the goals and values of the applicant match those of individuals considered successful in the organization. Kersley et al, (1997) further highlights this notion of fit as the key to job success: Think back in your career and ask yourself, of all the people you know who failed in a job and were terminated, how many of them failed because they lacked the right educational degree, the right job experience, or the right industry background? In all likelihood, most of them failed because of inadequate interpersonal skills, an inability to communicate, or because they just didn't fit in with the culture; in other words bad chemistry.

More specifically, (Armstrong, 1991) identify the "organizational chameleon" as a corporate creature who embodies the perfect fit in terms of organizational demands for values, beliefs, attitudes and so forth, while advocating that an organizational analysis be carried out prior to making staffing decisions to identify the dominant values, social skills, and personality traits required of potential job applicants. Such an approach challenges the rational model of recruitment and selection and brings into focus the "form versus substance" issue. According to (Armstrong, 1991), the core of this problem is associated with the difficulties involved in distinguishing candidates who are truly qualified (i.e. substance) from those who simply construct images of qualifications and competence (i.e. form). This problem is compounded in a situation where candidates actively seek to alter and manage images of competence, with the result that the decision maker is attempting to hit a moving, rather than a stationary, target. In an attempt to explain why the rational model has limited application in the

current business environment, Delery and Doty, (1996) find three particular arguments:

- (1) In an increasingly competitive environment the content of jobs may change quickly over time, because of shifts in corporate strategies or technological innovations. Stable person/job match is unlikely in such unpredictable organizational environments.
- (2) The increasing use of self-managed teams makes it difficult to view individual jobs as the key unit of analysis. Team members may be given the responsibility of allocating tasks between members and engage in collective problem-solving efforts that can be more meaningfully understood at the group level of analysis.
- (3) Research has documented that person/job match may not be sufficient to achieve high job satisfaction, commitment and job performance among employees. It is necessary also that employee hold values that are congruent with those of the organization. Delery and Doty, (1996) concluded that this requirement for 'fit' encapsulates the congruence of the personality traits, beliefs, and values of the employee with the culture, strategic needs, norms and values of the organization and thus reinforces the necessity for greater empirical evaluation of the mechanisms employed to measure such characteristics.

#### **2.14 Selection tools and employee performance**

A selection tool, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. Managers need to know whether their employees are performing their jobs efficiently and effectively or whether there is the need for improvement. While it is understood and accepted that poor selection decisions continue to affect organizational performance and limit goal



achievement, it is best that much effort is put in the recruitment and selection practices (Randall, 1987). Recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2009). Recruitment and selection play a pivotally important role in shaping an organization's effectiveness and performance, if work organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities, recruiting and selecting staff in an effective manner can both avoid undesirable costs for example those associated with high staff turnover, poor performance and dissatisfied customers and engender a mutually beneficial employment relationship characterized, wherever possible, by high commitment on both sides.

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

### **2.15 Employee performance**

I attempt to define performance as deploying and managing the components of the causal model that lead to timely attainment of stated objectives within constraints specific to the firm and the situation (Lebas, 1995). Performance is a function of employee's ability, motivation and opportunity to participate (Appelbaum et al, 2003). This means that employee performance is the measure of employee's productivity and effectiveness. In an organizational context, performance usually means the extent to which organizational members contribute to achieving goals and targets of the organization. At an organizational level of analysis, I assume that an organization that is performing well is one that is successfully attaining its objectives; in other words, one that is effectively implementing appropriate strategy (Otley, 1999). For the effort of employees to be effective, they need to have appropriate skills and knowledge and this begins from the recruitment and selection and selection tools used by the organization through to employee performance management. The employee performance begins from the recruitment and selection process, since the performance of the employees depends on the quality of selection. Employee selection process must be free and transparent. Ambiguous process may result in resentment across the organization (Rashmi, 2010). In order to assess the performance of employees in an organization, employee performance management system is developed by the HR department of most organizations ([www.businessdictionary.com](http://www.businessdictionary.com)). Employee performance management is the systematic process by which a company strives to improve organizational effectiveness and productivity through tracking, monitoring and optimizing employee behavior and activities ([www.businessdictionary.com](http://www.businessdictionary.com)).

Employee performance plays an important role for organizational performance. Employees are primary source of competitive advantage in service oriented organizations (Luthas and Stajkovic, 1999). Employees Performance indicators or measures are either qualitative or quantitative metrics for assessing the quality or efficiency of execution of an activity, or demonstrating progress towards a goal or desired outcome ([www.hrtools.com.au](http://www.hrtools.com.au)). The biggest mistake in developing performance indicators is dependence on availability of information rather than necessity of information. Employee performance is originally what employees do or does not do. Performance measurement of employees could include: quantity of output, quality of output, timeliness of output, presence at work, cooperativeness (Gungor, 2011). It also includes absenteeism/tardiness, cost effectiveness and gossip and other personal habits that may not seem performance related to the employees, but can distract them from job performance and interfere with the performance of others ([www.businessdictionary.com](http://www.businessdictionary.com)). Macky and Johnson pointed out that, improved individual employee performance could improve organizational performance as well. According to Deadrick and Gardner's (1997), employee performance could be defined as the record of outcomes achieved for each job function during a specific period of time. If viewed in this way, performance is seen as a measurement of outcomes achieved for every specific function taken and performance could be measured using different parameters which tell an employee's performance output overtime. On the other hand, Darden and Babin (1994) said employee performance is a rating system in many corporations to decide the abilities and output of employees. To conclude employee performance could simply be understand as set of objectives expected of a worker to achieve as well as how best it is achieved within a specific

time frame and selection tools play is one of the important determinants of the performance of employees.

### ***2.15.1 Employee performance measurement***

The concept of performance is studied through evaluation of overall performance and the management of the performance is the process classifying certain outcomes within a definite timeframe (Coen and Jenkens, 2002). It is always easier to demonstrate results if you have developed baseline measures prior to undertaking any initiative. There is an old saying that goes “if you don’t know where you are going any road will do”, which underpins the rationale for organization having a completed and comprehensive performance measurement system such as Balanced score card by Fritze and Gerald, the building blocks and total quality performance management. This means conducting regular employee assessments using both general and job specific duties and expectations and implementing quality control checks based on employee job duties. Performance criteria need to be unambiguous, clearly explained, relevant to work task undertaken by employees and achievable .Employee performance indicators must be assessed before employee performance can be measured or quantified. There are a number of employee assessment methods which includes peer appraisal, self-appraisal, manager appraisal, assessment centers and management by objective etc. The various assessment methods can be used in combination but the important thing is to choose indicators that align with the company’s goals and assessment methods that effectively appraise those indicators. Measuring employee performance is essential to making the most productive decision in an organization since knowing how well employees are performing can aid in setting realistic goals. ([www.businessdictionary.com](http://www.businessdictionary.com)).

According to Huselid (1995), employees within firms contribute for organizational performances and HRM practices can affect individual employee performances through their influence over employees' skills and motivation and through organizational structures that allow employees to improve how their jobs are performed. He also use labour turnover, productivity as employee performance measurement when he test the influence of HRM on employee performance.

### **2.16 Importance of effective selection tools**

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

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

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

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

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY AND ORGANIZATIONAL PROFILE**

#### **3.0 Introduction**

This chapter brings out information on the procedures and techniques used for the study. It goes on to give a detailed description of the research design, population, sample and sampling techniques, research instruments used, pre-testing of instruments, data collection procedure and data analysis plan.

#### **3.1 Research design**

A case study design was employed in the research. Case study refers to an in-depth and detailed analysis of a person, group or situation as a sample of the whole. It involves the systematic collection data, analyzing such data then drawing conclusions that may lead to a report on the findings. Researcher Yin (1984) defines the case study research method as an empirical inquiry that investigates a contemporary phenomenon within its real-life context, when the boundaries between phenomenon and context are not clearly evident, and in which multiple. Sources of evidence are used (Yin, 1984). Case study is an ideal methodology when a holistic, in-depth investigation is needed (Feagin, 1991).

#### **3.2 Sources of Data**

There are two main sources from which the data was collected. These are the primary and secondary sources of data.

##### ***3.2.1 Primary Data***

Primary data are data from original source. Primary data were collected by the researcher. Primary data is the data collected by the researcher. The primary data used in this study was a questionnaire and structured interview.

### 3.2.2 Secondary data

Secondary data are data that already exists and might have been used before. Reanalyzing secondary data can lead to unforeseen new discoveries |

**Comment [F9]:** Why this space? There appear to be random gaps/spaces in-between sections close them up leaving the required space for paragraphs shown in one of the comments above.

### 3.3 Study population and sample size

Ghana Revenue Authority Kumasi was selected for the study. The study population consisted of 206 members of whom 50 are junior staff, 43 senior staff and 7 management members. However, a sample size of 100 was chosen for the study. Thus since management were only 7, they were surveyed representing 41.2%, senior staff of 43 surveyed representing 48.3% also a total of junior staff members were surveyed representing 50% of the total of the total members. This when summed up together gives a total sample size of 100.

The sample size of the study is as follows:

Description of population number of population sample size

**Table 3.1 Sample size of the study**

Description of Population	Number of Population	Sample size
Management	17	7
Senior staff	89	43
Junior staff	100	50
<b>Total</b>	<b>206</b>	<b>100</b>

Source: Author's survey, 2014 |

**Comment [10]:** You also need to insert a distribution table showing the population and sample for each category of employees.



### 3.4 Sampling technique

The sampling method considered for the study was proportional stratified sampling. This can guard against an unrepresentative sample for example it prevents the researcher from selecting from only senior or only junior members of the Ghana Revenue Authority, Kumasi. The researcher collected views and opinions of some workers at Ghana Revenue Authority Kumasi using stratified random sampling technique. This often improves the representativeness of the sample by reducing sampling error. It can also guard against an unrepresentative sample for example it prevents the researcher from selecting only senior or only junior members of the Ghana Revenue Authority, Kumasi.

Comment [11]:  
Why?

### 3.5 Research instrument for data collection

Questionnaires were used to collect data from the junior and senior staff. Also for management both interview guide and questionnaires were designed to collect data. Using both questionnaires and interview guide provided the researcher an in depth view on the selection process in the organisation. In the views of Cohen and Marion (1995) the questionnaire tends to be more reliable since its anonymity encourages greater honesty than the interview. The questionnaire was made up both close ended and open-ended items.

Comment [12]:  
You did indicate in chapter one that you'll also be conducting interviews. If you not doing it then you need to delete it from the methodology section in chapter one.

#### 3.5.1 Pre-testing of the Instrument

Anthony et al. (2001), defined validity as the ability for the test to accurately and consistently measure what it purports to measure. To validate the instrument used, the researcher pre-tested a sample of the set case questionnaire. Members who answered the questionnaire were asked to cite the parts of the questions that they think were

irrelevant. Based on that, the content of the case of the study question were reanalysed to remove the unnecessary questions. This was done to help the researcher to test the reliability and validity of the research instruments.

### ***3.5.2 Procedure for Data collection***

The researcher went to the work place and personally handed copies of the questionnaire to the respondents. The researcher explained the questions to the respondent thoroughly after handing over copies of the questionnaires to the respondents. This was done to help the respondents understand the purpose of the research so that they will be able to provide their independent opinions on the questionnaire items given to them. After some time the researcher went back to the work places to collect the answered questionnaires. The set case questionnaires were based on commonly used selection tools, why they are mostly used, which tool predict accurately and what are some of the challenges associated with the use of selection tools. This was done to get perception from management, senior staff and junior staff at Ghana Revenue Authority Kumasi on issues concerning the use of selection tools. Separate interviews were also conducted with some management staff who were willing to provide in depth information on key issues of importance and also for clarifications. Despite their busy schedule at their work places, they made time for the researcher to conduct face to face interview to gather additional information at their work places.

### **3.6 Data analysis tools**

The collected data were statistically analyzed, using the statistical package for Social Sciences Software (SPSS). This method is used because it is the best instrument to

identify, compare, describe and reach a conclusion. Responses from the case questionnaire were expressed in percentages. Both quantitative and qualitative methods were employed in the analysis of data of the study. Discussion was also done descriptively.

### **3.7 Organizational Profile**

The Ghana Revenue Authority was set up in December 2009. In December 2009, the three tax revenue agencies, the Customs, Excise and preventive Service (CEPS), the Internal Revenue Service (IRS), the Value Added Tax Service (VATS) and the Revenue Agencies Governing Board (RAGB) secretariat were merged in accordance with GRA Act 2009, Act 791. The Ghana Revenue Authority has three main divisions. Thus, the customs Division, Domestic tax Revenue Division and support Services Division. The vision of the GRA is to be a world class revenue administration recognized for professionalism, integrity and excellence. The mission of the GRA is to mobilise revenue for national development in a transparent, fair, effective and efficient manner. The Authority is headed by a commissioner-general who oversees the commissioners for CEPS, Domestic Tax Revenue Division (comprising IRS and VAT) and support unit. The GRA is to assess and collect taxes, interest and penalties on taxes due to the Republic with optimum efficiency. According to the HR managers, the staff strength is 206 employees.

**Table 3.2 Staffing situation at Ghana Revenue Authority, Kumasi**

<b>Category</b>	<b>Numerical Strength</b>
Management	17
Senior staff	89
Junior staff	100
<b>Total</b>	<b>206</b>

Source: Author's survey, 2014

### **3.8 Selection process of the organization**

The Ghana Revenue Authority has Human Resource Managers who are responsible for the overall effectiveness of the program. The Human Managers are responsible for the hiring of all categories of Management and senior staff and also for employee development and relations. The Ghana Revenue Authority has various ways of recruiting and selecting its employees. When there is a vacant position, they usually publish that in the newspapers for qualified applicants to file in their applications. After receiving the application letters, the Human Management boards then release the short list. Those short-listed applicant are taken through interview. Normally, the interview is conducted at the Headquarters of the Ghana Revenue Authority in Accra. The candidates who go through the interview successfully are issued an Appointment Letter stating the terms and conditions of the appointment which he or she expected to accept in writing. ([www.gra.gov.gh.com](http://www.gra.gov.gh.com))

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS**

#### **4.1 Introduction**

This chapter is concerned with the analysis, discussion and presentation of the questionnaires issued out to the respondents. It is structured into Sub-headings: demographic characteristics of respondents, selection tools and why they are used at the G.R.A Kumasi, the selection tools that predict more accurately employee performances and the challenges associated with using specific selection tools at G.R.A. Descriptive analysis such frequency and percentages as well as charts were used to explain each category of questions answered by respondents and thorough interpretations were discussed as findings of the analysis. Frequency tables, pie charts and bar graphs were presented first followed by its discussion and analysis.

In all hundred questions were distributed and retrieved based on which the researcher made the analysis.

#### **4.2 Demographic characteristics of respondents**

This section covers the educational level of respondents, gender, positions and marital status and the number of years they have worked with the Ghana Revenue Authority.

##### **4.2.1 Gender of respondents**

The data revealed that all the seven (7) respondents who were part of the management staff were males. This implied that even though government encourages women to be part of decision-making at leadership level. Much has not yet been achieved and this accounted for the high sex differential levels.

Table 4.1a Employees

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	55	59.1
Female	38	40.9
<b>Total</b>	<b>93</b>	<b>100.0</b>

Source: Field data, June 2014

In all 55 (59%) respondents of the employees were males and 38 (41%) respondents of the employees were females. Considering the ratio of males and females at GRA it shows that much has to be done on girl child education.

#### 4.2.2 Positions of respondents

Table 4.2a Management

<b>Position</b>	<b>Frequency</b>	<b>Percent</b>
Chief revenue officer	5	71.4
District Manager	2	28.6
<b>Total</b>	<b>7</b>	<b>100.0</b>

Source: Field Survey, June 2014

From the data, 5 (71%) of the respondents were chief revenue officers and the remaining 2 (29%) respondents were district managers.

Table 4.2b Category of employees

<b>Position</b>	<b>Frequency</b>	<b>Percent</b>
Junior Staff	50	53.8
Senior Staff	43	46.2
<b>Total</b>	<b>93</b>	<b>100.0</b>

Source: Field data, June 2014

From the data 50 (54%) of the respondents were junior staff and 43 (46.2%) were senior staff. Staff at GRA are grouped as junior and senior staff. This category is done based on the employees' academic qualification and working experience. For analysis of this data, both junior and senior staff are indicated as Non-management staff.

#### 4.2.3 Respondents educational level

Table 4.3a Educational level of respondents (Management)

<b>Academic level</b>	<b>Frequency</b>	<b>Percent</b>
Degree	5	71.4
A level	2	28.6
<b>Total</b>	<b>7</b>	<b>100.0</b>

Source: Field data, June 2014

Table 4.3a shows that 5 (71.4%) of the respondents held degrees and 2 (28.6%) of them held "A" level certificates

Table 4.3b Educational level of respondents (Non-management staff)

**Academic status of respondents**

<b>Academic level</b>	<b>Frequency</b>	<b>Percent</b>
Masters and above	12	12.9
Degree	32	34.4
HND	20	21.5
A level/ O level	22	23.7
SSS/JSS	7	7.5
<b>Total</b>	<b>93</b>	<b>100.0</b>

Source: Field data, June 2014

From Table 4.3b above, about 44 (47.3%) of the respondents have some form of university degree, 20 (21.5% ) of respondents have HND, 22 (23.7%) held “A” level or “O” level certificates, and 7 (7.5%) have JSS or SSS certificates. Most of the respondents with higher educational levels held key positions in the organization. One can deduce that higher educational levels may be requisite for higher management positions.



#### 4.2.4 Respondents number of years as workers in GRA

Table 4.4a Number of years in service (Management)

<b>Number of Years</b>	<b>Frequency</b>	<b>Percent</b>
16 and above	6	85.7
11- 15yrs	1	14.3
<b>Total</b>	<b>7</b>	<b>100.0</b>

Source: Field data, June 2014

From the table 4.4a above all the respondents have worked at the GRA for 16years and above. This suggests to us that long term service in the organisation gives one an advantage to be part of the management staff.

Table 4.4b Number of years in service (Non-management staff)

#### Number of years respondents have worked with GRA

<b>Number of Years</b>	<b>Frequency</b>	<b>Percent</b>
1-5yrs	26	28.0
6-10yrs	23	24.7
11-15yrs	19	20.4
16 and above	25	26.9
<b>Total</b>	<b>93</b>	<b>100.0</b>

Source: Field data, June 2014

Table 4.4a shows the number of years management respondents have been working for GRA and Table 4.4b shows that of the employees. About 6 (86%) of management

respondents have been with GRA for more than 16 years while 25 (26.9%) of non-management employees have worked for the same number of years.

One will not be wrong to deduce that the number of years served in an organization may contribute to one's position in the organization. All things being equal, non-management employees may rise to management positions after long period of service in GRA.

#### 4.3 Selection tools used at GRA, Kumasi

The researcher asked questions pertaining to the selection tools used at GRA. The results are presented below

Table 4.5 Selection tools mostly used at GRA, Kumasi (Management)

<b>Selection Tool</b>	<b>Frequency</b>	<b>Percent</b>
Interview	6	85.7
Application/resume screening	1	14.3
<b>Total</b>	<b>7</b>	<b>100.0</b>

Source: Field data, June 2014

The researcher wanted to know the selection tools management used to select employees. Out of the 7 respondents, 6 (86%) of the respondents said they use interview. One of the respondents said application/resume screening was basically used. According to Riley (1996) interview is quick, convenient and when done well, becomes an effective selection method. This is very true if interview is face-to-face. Not only does management get the opportunity to meet prospective candidates

physically to examine their personality, it also gives them the opportunity to see how candidates respond to pressure.

Table 4.6 Invitation for interview (Management)

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Yes	6	85.7
No	1	14.3
<b>Total</b>	<b>7</b>	<b>100.0</b>

Source: Field data, June 2014

As indicated in Table 4. 6, about 6 (86%) of the management respondents agree that all prospective candidates at GRA, Kumasi go through an interview before being hired. This goes to buttress the point that interview is widely used at GRA during the selection process as indicated in Table 4.6.

Table 4.7: Skills considered during recruitment and selection of new staff (Management)

<b>Preferred skills</b>	<b>Frequency</b>	<b>Percent</b>
Leadership skills	1	14.3
Proficiency skills	1	14.3
Job relatedness	5	71.4
<b>Total</b>	<b>7</b>	<b>100.0</b>

Source: Field data, June 2014

On the issue of skills, about 5(71%) of management respondents look out for job relatedness skills in candidates. Management will favour candidates that are malleable and can perform several tasks when necessary. Edenboroug (2005) concluded that the selection process therefore gives the organization the opportunity to select persons with the requisite skills necessary for the development of the organization. Other skills they considered were leadership and proficiency skills.

Table 4.8: Reference Checks (Management)

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Yes	6	85.7
No	1	14.3
<b>Total</b>	<b>7</b>	<b>100.0</b>

Source: Field data, June 2014

The researcher wanted to find out if reference checks were done on applicants. 6 (86%) of management respondents reported that reference checks are conducted on prospective candidates. The reference check is part of the background checks during the selection process. One management personal does not agree to reference check and believes that less importance should be attached to it because candidates will rarely provide names of referees who will say something negative about them. For this reason, referees do not provide a better picture of the candidate in order to make good hiring decisions. A good approach is to use reference checks in combination with the other selection tools. Reference check on the other hand allows the human resources team to make sure the candidate being considered for hiring has adequate experience to do the job for which they have applied (Bohlander and Snell, 2007)

Table 4.9a: Selection test (Management)

Test	Frequency	Percent
Yes	6	85.7
No	1	14.3
Total	7	100.0

Source: Field data, June 2014

Table 4.9b Types of tests used in selection process at GRA (Management)

Type of test	Frequency	Percent
Medical test	5	71.4
Personality test	1	14.3
Total	6	85.7
Missing System	1	14.3
<b>Total</b>	<b>7</b>	<b>100.0</b>

Source: Field data, June 2014

Table 4.9a above indicates that some kind of test is used during the selection process at GRA, Kumasi. Majority of the management respondents reveal that tests are part of the selection process.

Table 4.9b above shows the kind of tests that are mostly used at GRA, Kumasi in selecting prospective candidates for a job. The respondents reveal that medical and personality tests are the common tests employed by management in selecting candidates for a job. Nankervis (2005) indicated that interview helps in assessing the

personality, appearance behaviour and motivation level of the candidate. This is probably the main reason why interviews were the most used selection tool employed in employee selections |

Comment [F13]: ?????????? what is the spa for?

Table 4.10: Reasons for use of selection tools at GRA (Non-management staff)

Response	Frequency	Percent
It is popular	18	19.4
It is fast and simple	11	11.8
It can predict employee performance	32	34.4
It is the policy of the organization	32	34.4
<b>Total</b>	<b>93</b>	<b>100.0</b>

Source: Field data, June 2014

18 (19%) of the respondents indicated that it is popular to use interview, 11 (12%) of the respondents indicated that representing it is fast and simple, 32 (34%) of the respondents also indicated that it can predict employee performance and another 32 (34%) of the respondents showed that it is the policy of the organization as indicated above in table 4.10

#### 4.4 Selection tools that predict more accurately employee future performance.

The researcher sought to determine the degree to which selection tools reveal candidates capabilities and skills and consequently how they help predict the future performance of employee

Comment [F14]: ??????????

Table 4.11: Effect of selection score on future performance (Management)

Response	Frequency	Percent
Strongly Agree	1	14.3
Neutral	2	28.6
Disagree	2	28.6
Strongly Disagree	2	28.6
<b>Total</b>	<b>7</b>	<b>100.0</b>

Source: Field data, June 2014

A majority of the respondents (4(57%)) do not agree that applicant's selection score have a bearing on their future performance. Less than half of the respondents believe that the score predicts future performance of applicants. Management may use the score of applicants during selection process to determine who is hired or not. However, more than half of the respondents believe that the score is not the determinant of employee performance. This means that other factors like employee training and coaching, development, and group cohesion may determine employee performance. Management believe that other factors like job satisfaction, compensation and reward, achievement test, and training and development affect employee performance as shown in Figure 1.

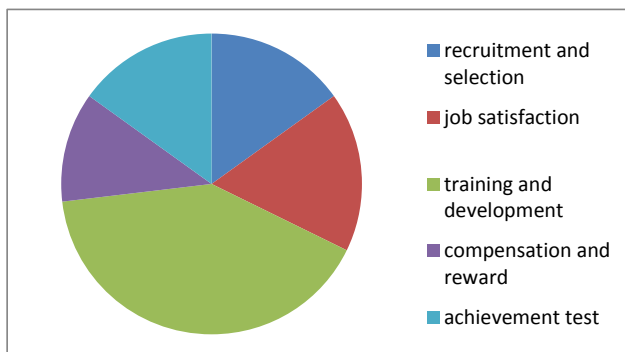


Fig 1: Factors considered as most prerequisite for employees performance.  
Source: Field data, June 2014

Comment [F15]: Source?

From figure 1, 40.9% of the respondents consider training and development as important prerequisite for employee performance. 16 (17%) of the respondents prefer job satisfaction, 15.1% prefer recruitment and selection and achievement test and 11.8% prefer compensation and reward

Table 4.12: Degree at which resume screening reveal applicants qualities and capabilities (Management)

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Agree	6	85.7
Neutral	1	14.3
Disagree	0	0
<b>Total</b>	<b>7</b>	<b>100.0</b>

Source: Field data, June 2014

From Table 4.12 above, none of the respondent disagrees that resume screening predict help identify applicants' qualities and capabilities. 6(86%) of respondents agree that resume screen reveals applicants qualities and capabilities for good hiring decision. Resume screening provide HR with the general background, experiences, and educational levels of applicants. It can be said to be a good starting point for selection process. In most cases, resume screening have been used to cut down on the number of applicants during a selection process.



Table 4.13 Degree at which interview reveal applicants' qualities and capabilities

(Management)

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	2	28.6
Agree	3	42.9
Neutral	2	28.6
<b>Total</b>	<b>7</b>	<b>100.0</b>

Source: Field data, June 2014

On the issue of whether interview reveals applicants qualities and capabilities for good hiring decisions, none disagrees to interviews contribution to revealing applicants' qualities and capabilities. About 3 (71%) of the respondents believe that interview help identify applicants qualities and capabilities. Interview can be a quick way of identifying these qualities (Riley, 1996) because of the personal contact nature of interviews either through face-to-face or on the phone.

Though interview is quicker and convenient in identifying applicants' qualities and capabilities, it has its own challenges in the form of cost and time consuming. According to Arvey (1982), interview has been criticized by many people for being unreliable in determining the future job performance of the employee and concluded that interview was a poor predictor of employ performance. Putting together an interview panel can be a difficult task. It is even more difficult if the interviewers are scattered around bigger geographic area.

Table 4.14 Degree at which tests reveal applicants' qualities and capabilities.  
(Management)

Test	Response	Frequency	Percent
Personality	Agree	4	57.1
	Neutral	2	28.6
	Disagree	1	14.3
	<b>Total</b>	<b>7</b>	<b>100.0</b>
Cognitive	Agree	7	100.0
Medical	Strongly agree	2	28.6
	Agree	3	42.9
	Neutral	1	14.3
	Disagree	1	14.3
	<b>Total</b>	<b>7</b>	<b>100.0</b>

Source: Field data, June 2014

In finding out if tests reveal applicants' qualities and capabilities for good hiring decisions, none of the respondents had a negative opinion. The results indicate that, majority of the respondents agree to the relevance of tests during selection process because it helps to identify applicants' abilities and qualities. Among the kinds of test considered, all the respondents believe that cognitive test help identify applicants' qualities and capabilities the most followed by medical tests (about 71%). This agrees to the views expressed by Schmidt and Hunter (1998) that cognitive ability or intelligence was the single most important predictor of job performance.

This might be the reason for allowing all applicants to have some cognitive and medical tests.

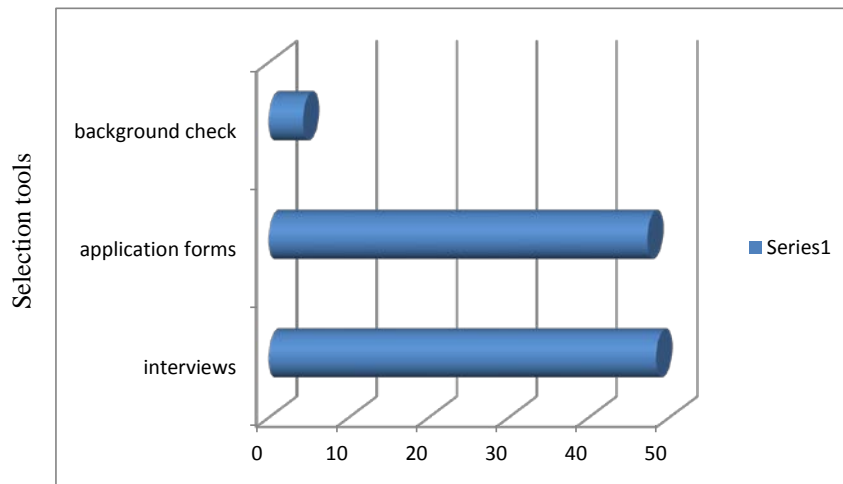
Table 4.15 Degree at which background check reveal applicants' qualities and capabilities

<b>Background Check</b>	<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Background check	Strongly agree	2	28.6
	Agree	4	57.1
	Neutral	1	14.3
	<b>Total</b>	<b>7</b>	<b>100.0</b>

Source: Field data, June 2014

According to Table 4.15, management of GRA considers background check as a key element in the selection process because it helps reveal applicants' qualities and capabilities. According to management, one key element in the background check is contacting applicants' referees. The reliability of using reference may be debatable but management of GRA uses (Table 4.8) during the selection process.

In all, management and non-management employees of GRA ranked interview, resume screening, and background check as the most selection tools that predict employee future performance as shown below.



Respondents (in percentages)

Figure 2 Selection tools that best predict employee future performance

Source: Field data, June 2014

Comment [F16]: Source?

Bowen et al. (1991) argue that a basic criterion for the selection of a particular technique should be the extent to which it matches the candidate with broader organizational characteristics such as norms and values. Given selection tools like interview, resume screening, background check, and tests, majority of the respondents believe that interview, resume/application form and background check help predict employee future performance.

#### 4.5 Challenges associated with use of specific selection tool.

No single selection tool is perfect in matching applicants' capabilities with organizational objectives, values and norms. Management of GRA recognizes the challenges associated with each selection tool employed as shown below.

Table 4.16: Challenges associated with selection tools (Management)

From the findings, all the 7(100%) respondents representing management indicated that there are some difficulties associated with selection tools.

Table 4.16: Easiest selection tools to use (Non-management staff)

	<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
	Resume Screen	17	18.3
	Interview	48	51.6
	personality test	6	6.5
	cognitive test	9	9.7
	background check	3	3.2
	medical test	9	9.7
	Total	92	98.9
Missing	System	1	1.1
	<b>Total</b>	<b>93</b>	<b>100.0</b>

Source: Field data, June 2014

From Table 4.16 above, a majority of the respondents (48 (52%)) believe that interview is the easiest selection to use, followed by resume screening and test respectively. Despite the difficulties which are sometimes associated with finding appropriate interviewers and high cost of interview, GRA employees believe that it is the easiest selection tool to use and more convenient. The physical contact nature of interview may account for the easy use of this tool.

Resume screening is considered the next easiest tool to use. Screening large volumes of resume can be hectic. Schmitt and Chan (1998) pointed out that some selection tool may sometimes not be appropriate for a particular situation. According to Lussier (2005) reported that the selection process usually involves screening, interviews, test, and references in choosing individuals who have the relevant qualifications to fill a vacant job in an organization.

#### **4.6 Improving the predictability of selection tools used in GRA**

Management and non-management of GRA believe the selections tools being employed can be improved to increase the predictive power of the tools. Below are the results representing both management and non-management opinion.

Table 4.17a: Ways to improve predictive property of selection tools (Management)

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Selection must be based on merits and not relationships	6	85.7
Use combination of selection tools	1	14.3
<b>Total</b>	<b>7</b>	<b>100.0</b>

Table 4.17b: Ways to improve predictive property of selection tools (Non-management staff)

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
The used of trained HRM	14	15.1
Selection must be based on merits and not on relationships	43	46.2
Use combination of selection tools	24	25.8
Non performing employees should be sacked	2	2.2
Modern selection tools should be used	10	10.8
<b>Total</b>	<b>93</b>	<b>100.0</b>

Source: Field data, June 2014

Management and non-management employees believe that the selection process can be improved by improving on current selection tools and employing new methods. Both management and non-management believe that the selection process must be based on merits and not on relationships. Another important recommendation they made was to use multiple selection tools. Combining various selection tools ensures that the short falls of the each tool is nullified by the strengths of the others.

Members of the non-management team believe that HR staff should be well trained in selection process. In addition, modern selection tools should be employed during selection. For example, applicants can be interviewed on phone. Phone conferencing is another tool to use in order to cut down on cost during interview.

**Comment [F17]:** You need to section this part properly with a heading.

## RESPONSES FROM INTERVIEWS

Interviews were conducted for seven (7) management staff at Ghana Revenue Authority, Kumasi to determine whether the organization has a selection policy and the outcomes of the interviews are summarized below.

**Comment [F18]:** ...has...

Who makes the final decision on whether to offer appointment or reject applicants at the GRA?

**Comment [F19]:** Just like the rest of chapter four, you can't start by just asking the question you asked the respondents. This is a report. So you need to take your time and explain to the reader.

Example:  
When asked about who makes the final decision to offer appointments, all the seven respondents indicated that ....

When the management was asked who makes the final decision at the GRA, five members (71%) indicated that the Commissioner General or his representative makes the final decision at GRA. The other two members (29%) also indicated that since they organise interviews before offering an appointment to the applicant, the interview panel can still make recommendation. Thus based on the applicants' qualifications and experience on a previous job related known to the interviewer.

Against what criteria is performance measured? When the management was asked against what criteria is employees' performance measured, all members (100%) indicated that employees' performance are measured based on their competencies such as regularity (attendance) ,punctuality and dependable and accurate performance of an employee. Management talked about why these competencies are considered during employee performance appraisal. Ghana Revenue Authority (GRA) is a modern tax administration with visionary leadership that ensures fair and equitable revenue mobilization. In view of this there is a set target to be met at the end of the year on which both management and non-management staff will be given bonuses and allowances if the set target is achieved. With this regard, both management and

**Comment [F20]:** Refer to my comment above



non-management staff show very good attitude at work in order to meet the set target and earn their bonuses and allowances.

Does GRA have any written policy on selection? Again, management members were asked the form in which the policy existed. Six members (86%) responded that there is no any written policy existed. One member (14%) said although there is no any written policy existing, the organisation have a collective bargaining agreement that guides them on selection policy. Collective bargaining is concerned with negotiating terms of employment and other conditions of work between management representatives and labour or union representatives. Collective bargaining leads to collective agreement. Collective bargaining is regarded as a workable control device for enforcing the provisions in the collective agreement. The subject - matter of collective bargaining varies from one organisation to another. However, some of the following subject matters are common to collective bargaining in many organisations such as wages and salaries, allowances, study leave, welfare services, promotion and job security.

Comment [F21]: Refer to my comment above

Does the selection policy predict properly on employees performance? When management members were asked whether the selection policy impacted positively on employees' performance, four members (57%) responded that the selection policy sometimes predict properly employees' performance. Three members (43%) responded that the selection policy can predict positively on employees' performance. Torrington et al. (2005) points out that no one selection method can guarantee success in terms of choosing the right person for the job, especially given the level of human involvement in the process.

Comment [F22]: Refer to my comment above

What are some of the challenges faced by GRA in using the selection tools? Again, when management was asked the challenges faced by GRA in using the selection tools, five members (71%) indicated that there are two major challenges thus the difficulty involved in selecting the best performers and blending qualification with experience. Two members (29%) indicated that the use of a single test tool to select an excellent performer is also another challenge faced by GRA. Based on what management have said there is an indication that if the selection tools are not merged the organisation might always be faced with the difficulty in handling the selection tools. Beatty (1994) pointed out that reliability, validity and objectivity of selection techniques pose a major challenge in the use of the selection tools.

Comment [F23]: Refer to my comment above

How does GRA go about with its selection process? Finally, when management members were asked the selection process employee are taken through before been employed into the organization, all members (100%) indicated that screening candidates' qualifications and researching into the background of candidates'. This really helped the researcher in identifying the selection tools such as application form (resume screening), background referencing check and others. Based on the answer given by management, the researcher asked one of the members to share his experience. He said he heard of the vacant position through an advertisement in a newspaper, then he filed in his application. Afterwards there was a shortlisted form of the applications. This was followed by a written test and interview. Based on his performance he was offered an appointment. Reily and Chao (1982) mentioned that application form was a traditional source for evaluating a candidate potential.

Comment [F24]: Refer to my comment above

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter discussed the summary of the main findings on effect of selection tools as a predictor of employee performance: a study of Ghana Revenue Authority, Kumasi. It also concludes and makes some recommendations for policy makers.

#### 5.2 Summary of findings

At the end of the data analysis, discussion and representation of results in line with problem statement and objectives of the study, the following findings were detected.

##### *5.2.1 The various selection tools used at GRA*

The main finding was that management of GRA uses interview as the main tool for selection of employees into the organization. Though other selection tools like resume screening and medical tests are employed, management thinks that interview can better predict the performance of employees and for that matter all prospective candidates who apply for a job at GRA are interviewed before selected into the organization. The interviews are done orally through face to face interviews where applicants come into direct contact with management to be examined. The face to face interview is to enable management select applicants who possess the required skills related to the job. A successful candidate is not fully hired unless a medical test is completed.

Management also revealed that, background checks are conducted in most cases to determine prospective candidates' behavior on their current or past jobs.

### **5.2.2 Selection tools that predict more accurately employee performance at the GRA**

It was admitted that interviews predict more accurately employee performance. In a question to find out the selection tools that predict more accurately employee performance 50% of the respondents selected interview. It was admitted that selection tools like cognitive test, resume screen, interviews, personality test, background check and medical test all reveals applicants qualities and capabilities for a good hiring decision, however interviews are required for predicting accurately employee performance.

### **5.2.3 Challenges associated with using specific selection tools**

The key goal of selection tool is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Detailed selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labour market are important in selection and deploying appropriate employees at the right time. It was admitted by all the respondents that there are challenges in the selection tools. It was admitted that some of the main challenges of selection tools are that some tools are not expertly used and some panel members are biased. Biases are greatly associated with interviews if there is a social, cultural, or ethnic links between candidates and any member of the interviewers. It was also admitted that some selection tools like the background check are difficult to use. The assumption is that whatever information gathered from background check is true though there might be some instances where false information about a candidate is gathered.

**Comment [F25]:** Please let me whether you assessed employee performance in your study and how you did it. I need to know so I can suggest a final topic for your study.

You have not answered this question yet.

#### ***5.2.4 Ways to improve the selection process***

The respondent made recommendations on how to improve the selection tools. About 46% of the respondents stated that selection tools must be based on merits and not on relationships. Respondents stated that the procedure for selection should be strictly followed in order to ensure that the right candidates are selected for the company. Procedures such as educational or academic qualification, experience and interviews all help select the best of candidates for the company. More so, it was realized that equal opportunities should be given to all applicants who apply for jobs and not be biased.

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

#### **5.3 Conclusions**

The focus of selection tools is to match the capabilities of candidates against the demands and rewards inherent in a given job. For this reason top performing companies devote considerable resources and energy to creating high quality selection systems. Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success. The quality of new recruits depends upon an organization's recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the caliber of candidates attracted. From the analysis, selection tools is of prime importance to GRA in order to get the best of employees, however, it faces challenges in its quest to recruit its workforce. Despite the challenges it was realized that interview as selection

tool has predicted employee performance in GRA though much needs to be done to improve on it. The appropriate use of selection tools to greater extent determines employee performance in the work place therefore there is the need to improve on it.

#### **5.4 Recommendations**

From the data presentation and analysis, the researcher came out with the following recommendations to help management make important policies concerning selection of new candidates into the organization.

##### ***5.4.1 Combining Selection tools***

The study revealed that management must tie-up all the necessary selection tools into one system where the short falls of each tool is nullified by the strengths of the other. For example, combining interview with resume screening helps to reveal candidates personalities, which is difficult to identify when using resume screening alone. It is therefore recommended that it should be sustained.

##### ***5.4.2 Interviews***

The study revealed that interview was the most widely used tool and highly rated as well. However, if the interviewers are not judiciously selected, then biases will be inevitable during the selection process. It is therefore recommended that an interviewer who has any link with any of the candidates should excuse himself.

##### ***5.4.3 More emphasis on test***

From the study it was found out that test was used but not as much as interview. Although majority of the respondents agreed that the interview was the most widely

used tool and highly rated as well they agreed to the relevance of tests during selection process. They agreed to those kinds of tests such as personality test and medical test because it helps to identify applicants' abilities and qualities. It is therefore recommended that the organization should place more emphasis on objective selection procedures such as testing.

#### ***5.4.4 Cognitive ability as a good predictor of employee performance***

From the findings management agreed that cognitive ability was a good predictor of employee performance. It is therefore recommended that management should also pay attention to non-cognitive qualities of applicants such as interpersonal competencies, social styles, work attitudes and values, as they provide valuable insight into how well the applicants would perform on the job.

#### ***5.4.5 Selection must be based on merits and not on relationships***

The study revealed that the selection tools used in employee selection were not based on merits but on relationships. It is therefore recommended that if possible, management must ensure that candidates do not have any ties with any member of the interviewers.

#### ***5.4.6 Background reference check and resume screening should be given much attention***

It has emerged from the study that management agreed that background reference check and resume screening (application forms) reveals the applicants' qualities and capabilities. It is therefore recommended that organization should keep keen eyes on background reference checking. By checking the references, the employer can gather

some important information about the applicant that might have not been mentioned in his/her application form and resume.

#### ***5.4.7 Suggestion for further research***

Finally it is recommended that further studies should be conducted on the effect of the selection process and training and development on employees performance. This is because an applicant might have all the skill necessary to perform job tasks, but if not taken through some sort of training and development by the organization might end up not performing well.



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**SCHOOL OF BUSINESS –MASTER OF BUSINESS ADMINISTRATION**

**QUESTIONNAIRE GUIDE**

**A STUDY OF ASSESSING THE EFFECTS OF SELECTION TOOLS AS A  
PREDICTOR OF EMPLOYEE PERFORMANCE- A CASE STUDY OF  
GHANA REVENUE AUTHORITY, KUMASI**

**APPENDIX C**

This questionnaire is part of a study for a Masters Degree in Business Administration (HRM Option) at Kwame Nkrumah University of Science and Technology. The objective of the research is to assess the effect of selection tools as a predictor of employees' performance at GRA. This questionnaire is mainly for academic purpose. Therefore, all information provided will be kept confidential. Your co-operation by answering questions raised by the questionnaire is viewed as the most important contribution to support the assessment of the effect of selection tools as a predictor of employee performance (A case study of Ghana Revenue Authority, Kumasi).



### Section B

This section is to find out the various selection tools used at GRA. Please tick the most appropriate.

1. Which of the following selection tools is used to select employees into the organization?

- A) Interview [      ]
- B) Tests [      ]
- C) Application forms [      ]
- D) Background reference check [      ]
- E) Others please specify .....

2. What reason (s) account for the use of the selection tool as indicated above (in1) to recruit you?

- A) It is popularly used [      ]
- B) It is fast and simple [      ]
- C) It can predict employee performance [      ]
- D) It is the policy of the organization [      ]

3. Were you interviewed?

- A) Yes [      ]
- B) No [      ]

4. What form do the interviews take?

Please provide answer .....

### Section C

This section is to determine the selection tool that predicts more accurately employee future performance.

5. How do you rank the selection tools?

Please rank them using the following scales 1, 2, 3, and 4 with 1 being the highest and 4 being the lowest

- A) Interview [        ]
- B) Application form [        ]
- C) Background Reference check [        ]
- D) Others please specify.....

6. Test and for that matter Cognitive /Mental ability is perceived to be a good predictor of employee performance.

- A) Strongly Agree [        ]
- B) Agree [        ]
- C) Disagree [        ]
- D) Strongly Disagree [        ]

7. Interview (unstructured) is perceived to be a poor predictor of employee performance.

- A) Strongly Agree [        ]
- B) Agree [        ]
- C) Strongly Disagree [        ]
- D) Disagree [        ]



8. To what extent does the selection tool (s) predict employee performance?

A) Excellent [       ]

B) Very Good [       ]

C) Good [       ]

D) Fair [       ]

E) Poor [       ]

**Section D**

This section is to find out the challenges associated with using specific selection tool

9. Are there any challenges in the use of the selection tools?

A) Yes [       ]

B) No [       ]

10. If Yes, what are some of the associated challenges in the use of selection tools?

A) Some tools are outmoded [       ]

B) Some tools are not expertly used [       ]

C) Panel members are biased [       ]

D) Some tools are faked [       ]

11. Which of the following section tools is the easiest to use during the selection process? Rank from easiest to more challenging using 1 – 6.

<b>Resume Screen</b>	<b>Interview</b>	<b>Personality Test</b>	<b>Cognitive Test</b>	<b>Background Check</b>	<b>Medical Test</b>

**Section E**

This section to find out on how to improve the predictability of the selection tools used at GRA.

12. Do you recommend for a revision of the selection tools?

- A) Yes [        ]
- B) No [        ]

13. If Yes, what is/are the reason?

- A) To be abreast with time [        ]
- B) To ascertain the effectiveness of the tools [        ]
- C) To correct loopholes in the selection of the tools [        ]
- D) Other (s) specify.....

14. How can the predictive property of a selection tool be improved?

- A) The use of properly trained Human Resource Managers and Psychologist [    ]
- B) Applicants must be selected based on their merits and not on relationship [    ]
- C) Use combination of selection tool [        ]
- D) Non performing employees should be sacked [        ]
- E) Modern selection tools should be used [        ]

15. Are there other comments that you would like to make about the selection process used to appoint employees?

.....  
.....

16. Which of the following would you consider as most important prerequisite for employees performance?

- A) Recruitment and selection [       ]
- B) Job satisfaction [       ]
- C) Training and Development [       ]
- D) Compensation and reward [       ]
- E) Attainment / Achievement test [       ]
- F) Physical Ability test [       ]

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**APPENDIX A**

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**Questionnaire for Management**

**SECTION A: Demographic Characteristics**

This section indicates the attribute or personal information of respondents. Please tick in the space provided for your response.

1. Gender

B) Male [    ]

B) Female [    ]

2. Marital Status

C) Married [    ]

C) Divorced [    ]

D) Single [    ]

D) Widow [    ]

3. Number of children .....

4. What position do you occupy in the GRA?  
.....

5. Academic Status

E) Degree [    ]

E) SSS [    ]

F) HND [    ]

F) JSS [    ]

G) 'A' Level [    ]

G) MSLC [    ]

H) 'O' Level [    ]

H) Others, please Specify

6. How long have you been working with the GRA.

C) 1 – 5 years [    ]

C) 11 – 15 years [    ]

D) 6 – 10 years [    ]

D) above 16 years [    ]

## Questionnaire for Management

### Section B

This section is to find out the various selection tool used at GRA. Please tick the most appropriate

1. Which of these selections tool (s) is / are mostly used to select employees into the organization.

A) Interview [     ]

B) Test [     ]

C) Application /Resume screening [     ]

D) Background Reference Check [     ]

E) Other (s) please specify.....

2. What skills do you consider during recruitment and selection of new staff?

A) Leadership skills [     ]

B) Proficiency skills [     ]

C) Job relatedness [     ]

D) Other please specify.....

3. Do those who apply possess the necessary qualifications?

A) Yes [     ]

B) No [     ]

4. Does the GRA conduct Reference checks?

A) Yes [     ]

B) No [     ]

5. Do you invite applicants for interview(s)?

A) Yes [     ]

B) No [     ]



1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

12. Cognitive test reveals applicants' qualities and capabilities for good hiring decisions.

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

13. Background checks reveal applicants' qualities and capabilities for good hiring decisions.

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

14. Medical test reveals applicants' qualities and capabilities for good hiring decisions.

1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ]

Please rank the following selection tools from 1 – 5 based on their impact on employee performance after hiring.

1 = greatest impact    2 = greater impact    3 = great    4 = less impact and 5 = least impact

15.

Resume Screen	Interview	Personality Test	Cognitive Test	Background Check	Medical Test

16. To what extent does the selection tool(s) predict employee performance?

A) Excellent [ ]                      C) Good [ ]



B) Very good [      ]      D) Fair [      ]      E) Poor [      ]

**Section D**

This section is to find out the challenges associated with using specific selection tool

17. Which of the following section tools is the easiest to use during the selection process? Rank from easiest to more challenging using 1 – 6.

Resume screen	Interview	Personality test	Cognitive test	Background check	Medical test

18. Are there any challenges in the use of the selection tools?

A) Yes [      ]      B) No [      ]

19. If Yes, what are some of the associated challenges in the use of selection tools?

- A) Some tools are outmoded [      ]
- B) Some tools are not expertly used [      ]
- C) Panel members are biased [      ]
- D) Some tools are faked [      ]

**Section E**

This section to find out on how to improve the predictability of the selection tools used at GRA.

20. Do you recommend for a revision of the selection tools?

A) Yes [      ]      B) No [      ]

21. If Yes, what is/are the reason?

- A) To be abreast with time [       ]
- B) To ascertain the effectiveness of the tools [       ]
- C) To correct loopholes in the selection of the tools [       ]
- D) Other (s) specify.....

22. How can the predictive property of a selection tool be improved?

- A) The use of properly trained Human Resource Managers and Psychologist [   ]
- B) Applicants must be selected based on their merits and not on relationship [   ]
- C) Use combination of selection tool [       ]
- D) Non performing employees should be sacked [       ]
- E) Modern selection tools should be used [       ]

23. Are there other comments that you would like to make about the selection process used to appoint employees?

.....  
.....

24. Which of the following would you consider as most important prerequisite for employees performance?

- A) Recruitment and selection [       ]
- B) Job satisfaction [       ]
- C) Training and Development [       ]
- D) Compensation and reward [       ]

E) Attainment / Achievement test [       ]

F) Physical Ability test [       ]

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**INTERVIEW GUIDE (Management only)**

1. Who make(s) the final decision on whether to offer appointment or reject applicants at the GRA?

.....  
.....

2. Against what criteria is performance measured?

- A) Attendance [      ]                      D) Outcome of exam results [      ]
- B) Punctuality [      ]                    E) Employee output [      ]
- C) Cooperativeness [      ]            F) Others, please specify.....

3. Does GRA has any written policy on selection?

.....  
.....

4. Does the selection policy predict properly on employee's performance?

.....  
.....

5. What are some of the challenges faced by GRA in using the selection tools?

.....  
.....

6. How does GRA go about with its selection process?

.....  
.....