UNIVERSITY OF EDUCATION, WINNEBA

EFFECTIVE RECRUITMENT AND SELECTION AS A TOOL FOR ACHIEVING HIGHER EMPLOYEE PRODUCTIVITY IN SELECTED GOVERNMENT INSTITUTIONS IN EFFUTU MUNICIPALITY

QUANSAH YAKUBU

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QUANSAH YAKUBU

(200014070)

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NOVEMBER, 2021

# DECLARATION

Student's Declaration

I, Quansah Yakubu, declare that this dissertation, with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, I hereby declare that this submission is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Signature: ………………………………….

Date: …………………………………………

Supervisor's Declaration

I hereby declare that the preparation and presentation of this dissertation were done in accordance with the guidelines for supervision of dissertation laid down by the University of Education, Winneba.
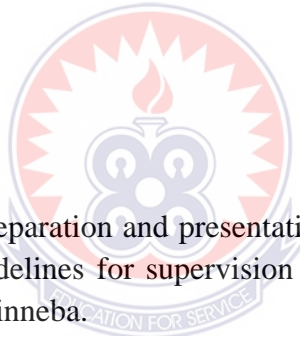
Supervisor's Name: Alhassan Salifu Bawah

Signature: ………………………………….

Date: …………………………………………

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DEDICATION

To my wife, Ajara Mahama and son Huzaifa Quansah

ACKNOWLEDGEMENTS

My appreciation goes to all those whose diverse contribution enabled me undertake this research work successfully. I am particularly grateful to my supervisor Alhassan Salifu Bawah for his thoughtful and comprehensive contributions, suggestions, and directions for this study, right from the beginning to the end.

I am deeply grateful to all staff of Effutu Municipal Assembly for their enormous contributions towards the accomplishment of this study.

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ABSTRACT

The study sought to evaluate how effective recruitment and selection serve as a tool for achieving higher employee productivity in selected public organisations in the Effutu Municipality. The target population for this study was made up of employees of Effutu Municipal Assembly. Simple random sample technique was used to select 30 employees. The accessible population was 90. Structured questionnaires were developed by the researcher for data collection. The data collected for this study, was analyzed using percentages and frequencies. The findings revealed that the recruitment and selection is based on merit; and the method of recruiting depend upon the source of recruitment the organization intends to utilize. There is usually an announcement or advertisement to prospective applicants that there are vacancies and that new hands will be welcome. It was found out that recruitment and selection in the study area, is politically influenced. The study further revealed that effective recruitment and selection of employees has a significant impact on organizational performance. Having the right staff can improve and sustain organizational performance. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. Effective recruitment and selection decreases staff turnover (staff turnover is the rate at which employees leave or resign from one organization to join another organizations). Effective recruitment and selection is catalyst for mutually beneficial employment relationship. Finally, on ways of improving the productivity of employees in the selected public organisations in Effutu Municipality, the study revealed that employees should be motivated; increased financial incentives rather than non-financial incentives; regular in-service training; effective performance appraisal; and the creation of a conducive working environment. The study recommended that there should be empowerment of the youth to easily access not just financial support, but entrepreneurial skills that gives an effective and enduring strategy for solving the unemployment problems. This will help avoid over dependence on public sector jobs.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Employees are considered an important asset for good and effective performance in any organization. Indeed, Awadh and Saad (2013), stated that improved performance is achieved through the employees in an organization. Until the 1980s, performance was usually interpreted as the output of a combination of ability and motivation, given appropriate resources and hence motivating people became a key component of most management work (Femi, 2014). In this respect, when the full potential of Human Resource (HR) is unlocked, an organization can achieve unlimited output, efficiency and effectiveness. It is important however to note that not all employees are equal in their output; as they have different modes of working. Some employees have the highest capability regardless of the incentive at stake, while others may have an occasional jump-start.
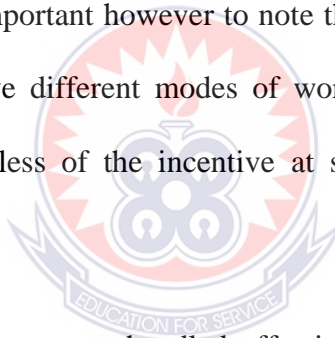
Nonetheless, if all employees are handled effectively, the results can be improved productivity and increased employee morale (Truong, 2012). One of the most significant developments in the field of organizations in recent times, is the increasing importance given to human resource. People are vital to organizations as they offer perspectives, values and attributes to organizational life; and when managed effectively, these human traits can be of considerable benefits to the organization. As revealed in Djabatey (2012), this scenario lends credence to the increasing attention being paid to the people aspect of organizational wealth. This is so because the development of people, their competencies, and the process development of the total organization are the fulcrum of human resource management (Djabatey, 2012).

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

However, handling job applicants in a professional and positive manner is more likely to leave them, whether they are successful or not, with a positive view of the organization and how it has dealt with the applicants (National University of Ireland, 2006). The challenge for many researchers then, has been to demonstrate how scientifically derived recruitment and selecting practices add value to the organization's performance. Recruitment and selecting staff is expensive, both in terms of time and money, and it is therefore important that the process is carried out effectively and efficiently so that the results in the appointment of a person fits the job being occupied (Djabatey, 2012).

Productivity is the quintessential indicator of effectiveness in a production system (Abramo & D'Angelo, 2014). Although various definitions have been adopted, there seem to be consensus that productivity is the ratio of a volume measure of output to a volume of input use. It measures the efficiency of inputs of production, such as capital and labour used in an organization to produce a given level of output (Organisation for Economic Co-operation and Development, 2001). Productivity of an organization increases when there is an increase in output with a lesser increase in inputs, or when

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equal output is realized with a lesser input (International Labour Organisation, 2005). Productivity may also be considered in terms of labour or employee productivity, capital productivity, among other factor inputs (OECD, 2001).

Employee or labour productivity which is the concern of the study is the employee's actual contribution to the productivity of the organization, in terms of volume or personal capacities and quality of output of the employee or the intensity of their effort that reflects the productivity of labour (OECD Manual, 2001). Labour productivity is the measure of single-factor productivity that reflects output units produced per unit of a specific input (Syverson, 2010).

Globally, there seems to be a performance crisis in public service, while there is the need to produce more for less (Nabukeera, Ali, & Raja, 2014). This problem strikes through poor, developing and developed countries and has raised the appetite for efficiency and the need for evaluation mechanisms to help assess the performance of government institutions or programmes that are quite inadequate in stakeholder expectations (Nabukeera, Ali & Raja, 2014). Salem (2003) stated that while it was clear by the 1980s that interest in Performance Management had moved from the ivory towers of academia to the corridors of government around the world, towards the end of the 1980s, many systems of Performance Management were born, adopted and implemented at many levels of the public sector and these were traced back to the use of cost benefit analysis in the 1960s; to Management by Objectives (MbO) in the 1960s and 1970s; and to output budgeting in the 1960s. Most of these initiatives, however, were regarded as experimental and some were only adopted as one-off exercises.

Following the liberalization of most economies in the 1980s and early 1990s, most organizations in developing countries experienced growing competition from multinationals (Karuhanga, 2010) and, with this trend, organizations were called upon to devise ways of becoming more responsive to customer expectations to compete favourably in the global village (Halachmi, 2002), as cited in Karuhanga (2010). Although there are developed nations lagging behind in terms of implementation (Ohemeng, 2009), active performance management has been identified by policy makers in many developing countries, under the current public sector modernization rubric, as a strategic tool in efforts to enhance individual and organizational effectiveness, and hence, improve service quality. Within the context of education upon which this study is anchored, the United Kingdom (UK) has the second strongest higher education system in the world and its future economic strength depends on the growth and competitiveness driven by the world-leading universities (Universities UK, 2010).
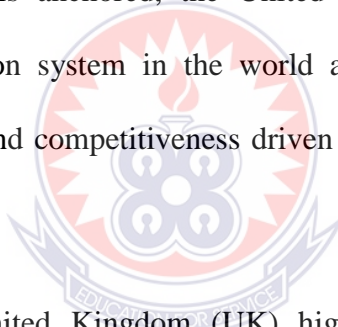
The strength of the United Kingdom (UK) higher education system has been underpinned by its flexibility and responsiveness within a fast-changing global environment, leading to innovation across all activities and ensuring effectiveness in operation and delivery. It is also worth noting that the UK higher education has been highly successful to date in sustaining its global standing with significantly less investment (both public and private) than its competitor countries. Within the context of a changing economic and funding environment across the UK, therefore, the focus on effectiveness, efficiency and value for money increases as it presents new challenges and opportunities for institutions (Universities UK, 2010).

In Ghana, a white paper on strong and prosperous communities, proposed that alongside efficiency, service quality can be improved by using partnerships models boldly asserting a belief in significant opportunities to improve the quality and efficiency of shared services by joint work (GoG, 2006). In recent times, the government of Ghana has made a radical change in the funding model for higher education. Within this changing environment, institutions are already reviewing their effectiveness and how efficient operation can support this, but there is scope for greater progress to be made in order to deliver high-quality teaching and research, rather than simply to find mechanisms for short-term cost savings (GoG, 2006). Much as there is limited research on Performance Management Indicators (PMI) in developing countries, with 95 per cent of empirical research focused on ―institutional theory‖ in the developed world compared to only 5 per cent in developing countries in the past two decades (De Waal, 2007), the application of performance management in organizations in the developing countries is steadily increasing, especially in Africa (Elzinga et al., 2009; De Waal, 2007).

In Malaysia, employee productivity is considered as a measure of the quality of human capital held by the organization and is a key thrust in the Ninth Malaysia Plan (Fauzilah et al., 2011). According to Fauzilah et al. (2011), the determinants of employee productivity are personal, organizational, environmental, motivation, skill level, aptitudes and role perceptions. To the Malawi state government, employee job performance is very important because it will reflect the government performance by designing employee productivity standards in order to measure the performance of organizations. The quality of employees is the important influence on productivity (Fauzilah et al., 2011) and it is believed that this employee is the―backbone of the state government services with imperative role of ensuring that government policies

and programmes in the new era of national development are implemented effectively and efficiently. In Nigeria, employee productivity of executing agencies or public enterprises is limited to budget monitoring and annual performance evaluation; however, experts are of the view that there is no link between employee productivity and financial data (Pollitt & Bouckaert, 2004). In South Africa, for example, recent developments in the way employees are managed in organizations has brought about the need to seriously consider employees as major stakeholders in organizations (Tchapchet et al., 2014).

At a time when employees in other parts of the world are regarded as the main source of competitive advantage, South Africa is still enmeshed in a labour crisis typified by industrial actions. Voss and Gruber (2006) asserted that in order for public institutions to provide services of good quality to the students (who are the customers of public institutions), the employees should be knowledgeable, well-organized, encouraging, helpful, caring to students' needs, approachable, experienced, friendly and should have good communication skills. Rendering services of good quality will help improve the production of high-quality graduates. In Kenya, most companies have started adopting the use of the Balanced Score Card (BSC) as a way of improving employee performance (Malinga, 2004). In Ethiopia, there is growing interest in the use of the BSC in more firms with support from the government (Tessema, 2005).

Labour productivity is also considered as the value that is added by an employee in an organization to create wealth, through the organization's production process or services provision. Other scholars consider labour productivity as the measure of the amount and value of the work done by an employee, in relation to the cost of resources used (Mathis & John, 2003). Productivity is an essential ingredient for

sustained competitiveness and profitability of an organization (Haenisch, 2012). The progression of productivity constitutes an important element for modelling the productive capacity of human resources (Leblebici, 2012). When employees are productive, the organization is able to realize its goals of shareholders wealth maximization. In the view of Mokaya et al. (2013), it is because employees determine how efficiently other resources in the organization are optimally realized. High productivity levels translate into lower unit costs, thereby constituting a major driver of success in the organization (Onyije, 2015). It also helps in motivating workplace culture and boost employee morale, and better company environment (Kalimullah, 2010). Motivated employees strive in ensuring that the organization does realize its goal. Highly productive translates to the success of the organization (Ajala, 2012).

1.2 Statement of Problem

In recent years, there has been a dramatic increase in the rate of business failure, closure and at best, low productivity and in most cases, low level of organizational performance. To explain the situation, various factors have been looked into, including competitive strategy in an organization (Gilfedder, 2014). Some organizations pay more attention to factors like financial incentives, and/or physiological factors without giving much attention to the recruitment and selection of the work force.

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

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Letsa–Agbozojoseph, 2016). Labour productivity is considered one of the major ingredients of organisational competitiveness (Bankert, Coberley, Pope, & Wells, 2015). Thus, establishing factors that drive employee productivity and how they can be used to improve it, is crucial. Some of these factors include provision of challenging job designs, motivation, training and development, incentives, rewards and recognition, appreciation, effective participation, autonomy, promotion, and the suitability of the organisational culture, among others (Gilfedder, 2014). Challenging job designs tend to give employees the drive to achieve the goals set which could, although demanding, may be achieved (Osibanjo et al., 2015). This in the process motivates employees to put their feet forward while ensuring efficiency in resource utilization. Similarly, training and development imparts on the employees in terms of skills needed to effectively execute their duties and responsibilities (Afshan, Chakrabarti & Balaji, 2014).

In the absence of such skills, even highly motivated employees may be unable to exhibit the desired levels of productivity. Empowerment in decision making also helps in improving productivity, in that employees feel personally responsible for the achievements made in their respective areas of responsibility (Tudu, 2015). The use of material rewards such as the use of bonuses, provision of attractive salaries among others, aid in motivating employees to put in more effort in maximizing output in the organisation (Onishi, 2013). The capacity of the organisation to apply these incentives may however be constrained by the availability of resources at the disposal of the organisation. Many companies have continued to invest in human resource development aimed at enhancing productivity of employees. In Ghana, the public sector and other tertiary institutions have faced significant employee performance challenges in recent years These institutions have found themselves in an increasingly

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competitive environment where there are fewer traditional students available to attend them (Kagaari et al. 2013).

In Ghana and other parts of the world, recruitment and selection processes are practiced to some extent even though job placements in both public and private organizations are more or less affiliated to networking and political inclinations. Another worrying problem in recruitment and selection process is sexual harassment of female applicants. It is vital that organizations select people with the quality essential for continued success in today's competitive global village. The only means of achieving this success is through proper recruitment and selection practices. Recruitment and selection process is vital to any organization, desirous of attracting and appointing qualified personnel. Getting the right people in the right place at the right time doing the right job is an essential element of recruitment and selection process which can affect the performance of the organization. It has been observed in the Effutu Municipality that many people with different qualifications, work experiences and cultural background, work in the Municipality. Accusations of bias against some managers of some of these public organisations, ought to be investigated. As a result, there is the need to ascertain the impact of effective recruitment and selection practices on employee performance in the Effutu Municipality.

1.3 Purpose of the Study

The study sought to explore how effective recruitment and selection serve as a tool for achieving higher employee productivity in selected public organisations in the Effutu Municipality.

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1.4 Objectives of the study

The objectives of this study are to:

1. Examine how recruitment and selection is carried out in the selected public organisations in Effutu Municipality.

2. Find out the impact of recruitment and selection on employees' productivity in the selected public organisations in Effutu Municipality.

3. Determine the ways of improving the productivity of employees in the selected public organisations in Effutu Municipality.

1.5 Research Questions

The study was guided by the following research questions:

1. How is recruitment and selection carried out in the selected public organisations in Effutu Municipality?

2. What is the impact of recruitment and selection on employees' productivity in the selected public organisations in Effutu Municipality?

3. What are the ways of improving the productivity of employees in the selected public organisations in Effutu Municipality?

1.6 Significance of the Study

The study is useful to human resource managers in public sector organisations in the Effutu Municipality on the need to pay greater attention to recruitment and selection, since it plays a crucial role in improving employee productivity and educational performance. In addition, it unravels to the concerned organisations, the necessary measures they have to put in place to ensure proper recruitment and selection processes in public sector organisations in the Effutu Municipality. Furthermore, it bring to light in public sector organisations in the Effutu Municipality the need for

employees to work assiduously for the organisation to realise its goals. Finally, the findings generated by the study will add to the existing body of literature in the subject area.

1.7 Delimitation of the Study

According to Simon and Goes (2011), the delimitations of a study are those characteristics that arise from limitations in the scope of the study defining the boundaries and by the conscious exclusionary and inclusionary decisions made during the development of the study plan. Examples of these exclusionary and inclusionary decisions are the choice of objectives and research question(s), variables of interest, the choice of theoretical perspectives that will be used, the methodology, and the choice of participants. The study is confined to effective recruitment and selection as a tool for improving employee productivity in selected public sector organisations in the Effutu Municipality. Finally, the study adopts the scientific management and the control theory approach, though several theories exist. It is however, hoped that the findings generated by the study will be applicable to similar environments.

1.8 Organization of the Study

The study is organized into five chapters. Chapter one is the introductory aspect which outlines the background of the study, the statement of the problem, objectives of the study, research questions, significance of the study, scope and limitations as well as the organization of the study. Various literature related to the study are reviewed in chapter two. Research methodology which entails the research paradigm and approach, research design, sample and sampling techniques, and instrumentation are captured in chapter three. The chapter also presents validity and reliability of the study in relation to the research instrument, data collection procedures and its analysis

and finally ethical issues. Chapter four focuses on the analyses of data and its presentation based on the data gathered from the respondents. Finally, the fifth chapter summarizes the study, presents the key findings, draws conclusions, and makes recommendation for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The primary goal of this chapter is to provide a critical review of existing literature related to the study. This chapter presents a review of the related literature to serve as a guide to the study. The chapter is set in sections which are related and, in most cases, overlap. These sections are as follows:

- ➢ Theoretical Frameworks (Taylor's Scientific Management Theory and Control Theory)

- ➢ Conceptual Background

- ➢ Concept of Productivity

- ➢ Concept of Recruitment and Selection

- ➢ Concept of Employee Performance

- ➢ Recruitment Process

- ➢ Selection Process

- ➢ Effect of Recruitment and Selection Practices

- ➢ Improving Employee Productivity

- ➢ Challenges in Recruitment and Selection

- ➢ Summary of Literature
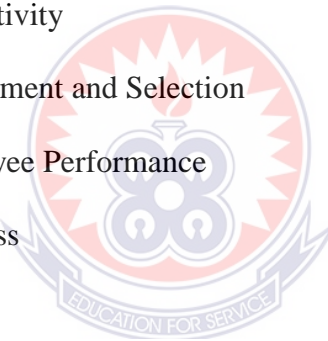
2.2 Theoretical Frameworks

2.2.1 Taylor's Scientific Management Theory

This study was modelled on the theory of Taylor's Scientific Management authored by Frederick Taylor in 1909. Frederick Taylor and his associates were the first people to study the work process scientifically. They studied how work was performed, and they looked at how this affected worker productivity. Taylor's philosophy focused on

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the belief that making people work as hard as they could was not as efficient as optimizing the way the work was done. In 1909, Taylor published "The Principles of Scientific Management" in which he proposed that by optimizing and simplifying jobs, productivity would increase. He also advanced the idea that workers and managers needed to cooperate with one another. This was very different from the way work was typically done in businesses beforehand. There was no standardization, and a worker's main motivation was often continued employment, so there was no incentive to work as quickly or as efficiently as possible (Taylor, 1911).

Taking what he learned from these workplace experiments, Taylor (1911) developed four principles of scientific management simply known as "Taylorism" and these are: replace working by "rule of thumb" or simple habit and common sense, and instead use the scientific method to study work and determine the most efficient way to perform specific tasks, rather than simply assign workers to just any job; match workers to their jobs based on capability and motivation; and train them to work at maximum efficiency; monitor worker performance; and provide instructions and supervision to ensure that they are using the most efficient ways of working; allocate the work between managers and workers so that the managers spend their time planning and training; allowing the workers to perform their tasks efficiently. The relevance of this theory to the research study is that it provides a way to study workplace efficiency, timeliness and productivity; and it encourages the idea of systematic organizational design (Taylor, 1996). Beyond the scientific theories, there are other sets of theories that have been developed to explain employee performance. Maslow's needs hierarchy theory was developed in the 1940s to show how needs are arranged in a hierarchy whereby people are motivated to fulfil a higher need as a lower one becomes gratified. It states that most employees work hard to ensure that

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their needs are met, hence increased performance. Employees are motivated by various needs, so the management should try and understand employees' needs and fulfil them to avoid poor performance in their organizations. Maslow classified the hierarchy of needs as follows: physiological needs, belongingness needs, esteem needs and safety needs.

Hodgets and Hedgar (2008) assert that the psychological drive that directs a person towards an objective is motivation. Kinicki and Williams (2008) argue that people have certain needs that motivate them to perform specific behaviours for which they receive rewards that give feedback and satisfy the original need. When employees are able to perform a certain task with the required skills, managers should motivate them to ensure that the performance keeps on improving from one level to another. Price (2007) asserts that even when skilled employees may be aware of the implications that are invisible to the managers, they should consider employee's views and opinions important for the sustainability of the organization.

Managers and organizations, therefore, can use the theory of Maslow's hierarchy of needs as a framework to develop benefit packages that are meaningful to and resonate with their employees (Sandri & Bowen, 2011), thus increasing motivation, productivity and overall organization's revenues. A motivated workforce, therefore, will be inspired to be more creative, productive and loyal, leading to increased employee performance.

2.2.2 Control Theory

This study was further guided by Control theory that has multiple applications in understanding workplace dynamics related to cultural, commitment and communication influences. What is advanced within this theory is the need for

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managers to ensure that employees have specific and challenging goals to deliver better performance. Ambiguous goals such as―do your best or―try harder‖ provide no good comparative standard and direct feedback (Campion & Lord, 1982), cited in Femi, 2013). Without any specific standard and clear feedback, an employee will not be able to recognize errors and will not engage in behaviour changes that improve performance. Theoretical statements by Lord and Hanges (1987), Carver and Scheier (1981), as cited in Femi (2013), further support the role of Control theory in explaining employee performance. They, for instance, suggest that supervision in the workplace can be analyzed as a control system made up of supervisors and subordinates. Similarly, the Management by Objectives (MBO) programmes can utilize Control Theory―to describe and organize the feedback loop between managers, their subordinates, and the tasks they are accomplishing as a team (PSU, 2011). Within the theory, however, emphasis is given more to the notion of how people continually will seek feedback through arrangements such as weekly check-ins, and team meetings (PSU, 2011).

The Control theory has also been used in human resource management where control of behaviour, output and input are critical in influencing work behaviour and performance. Specifically, in support of the role of the theory in human resource management, Snell (1992) argues that the major benefit with output control is its capacity to provide for lower-level employee considerations, while still promoting encouragement and obligation among employees and in turn leading to higher performance. Further, the theory allows lower-level employees' the ability to change their behaviour and engage in the occasion, and bypass any hazards which may come up (Femi, 2013). The relevance of this theory to the research study is that it explains the importance of feedback on workers' performance and also centres on feedback as

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a determinant of behaviour. This theory also relates to the role of feedback on employees' performance -- when people receive feedback on their behaviour, they are aware of the difference between their actual performance and expected performance for them to take corrective action where necessary (Ikemefuna, 2012). Thus, in this study, feedback mechanism is conceptualized as an essential aspect in performance management. The theory proposes that human beings are more motivated to act when there is a reward at the end of the performance of a task or behaviour. The goal theory proposes that a reward at the end of a task acts as a motivation for the performance of that said task (PSU, 2014).

The reward, however, should be clearly stated. The end state can be the reward itself. It is proposed that to have an efficient goal, three components must exist: proximity, difficulty, specificity and feedback (Femi, 2013). An ideal goal is a goal where the time between the reaching out and the end state is close. Further, it should be moderate in difficulty, neither too easy to present some challenge, nor too difficult, so that success can be possible. The theory also underscores the specificity of the goal. The individual must understand what is expected out of him, to start out for the goal. A specific goal gives direction of focus to that specific goal and away from distractions. Feedback is necessary for measuring progress towards the goal and makes it possible to know whether the level of efforts is adequate and in proper direction or needs corrections (Wanjala & Kimutai, 2015).

The relevance of this theory to the research study can be attributed to the works of (Locke & Latham, 2002; Locke & Latham, 2006) that highlights four mechanisms that connect goals to performance outcomes. First, goals direct attention to priorities; that is when specific goals are set for workers, it drives their attention to priorities of

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achieving the goals. Second, they stimulate effort, whereby goals set are attached to specific reward system that stimulates workers to work better and effectively. Third, they challenge people to bring their knowledge and skills to bear and increase their chances of success. Fourth, the more challenging the goal, the more people will draw on their full range of skills.

2.3 Conceptual Background

In this study, the main concepts were employee performance/productivity as the dependent variable and recruitment and selection as independent variables. Each of these concepts has been conceptualized differently by different authors and they had specific application contexts in the study. Employee productivity has been defined by various scholars. Armstrong and Baron (1998) defined it as ―A strategic and integrated approach to increasing the effectiveness of organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors‖. According to Mathis and Jackson (2009: 119), productivity is associated with quality of output and timeliness of output, presence /attendance on the job, efficiency of the work completed and effectiveness of work completed. The Business Dictionary (2010, online), however, defines productivity as an accomplishment of a given task measured against pre-set standards of accuracy, completeness, cost and speed. Employee performance is normally looked at in terms of outcomes. It can, however, also be looked at in terms of behaviour (Armstrong, 2000). Kenney et al. (1992) state that employees' productivity is measured against the performance standards set by the organization. There are a number of measures that can be taken into consideration when measuring performance -- for example, using of productivity, efficiency, effectiveness, quality and profitability measures (Ahuja, 1992), as cited in Nassazi (2013) and briefly explained hereafter. Efficiency is the

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ability to produce the desired outcomes by using as minimal resources as possible while effectiveness is the ability of employees to meet the desired objectives or target (Stoner, 1996).

Productivity is expressed as a ratio of output to that of input (Stoner et al, 1995). Quality is the characteristic of products or services that bear an ability to satisfy the stated or implied needs (Kotler & Armstrong, 2002). Meyer and Allen (1990) define commitment as the employees' feelings of obligation to stay with the organization. Pioneers (Meyer & Allen, 1990) of organizational commitment suggest three types of organizational commitment that are: affective commitment which measures an employee's emotional attachment to, identification with, and involvement in the organization, normative commitment reflects pressures on an employee to remain with an organization resulting from organizational obligations, and continuance commitment which refers to commitment associated with the costs that employees perceive are related to leaving the organization.
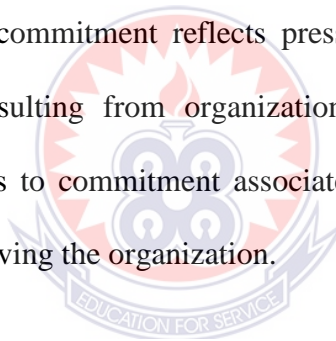
2.4 Concept of Productivity

The groups of organizational and economic factors of productivity growth are progressive changes in work organization, production and management. These include: improving the structure of the management and control systems in manufacturing, the widespread introduction and development of automated control systems, improved financial, technical and personnel training of production, improvement of production and ancillary units, improve the distribution and labor cooperation, expansion of combining jobs and functions introduction of advanced methods and techniques work to improve organization and service jobs, the introduction of progressive standards and norms of labor, improving working

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conditions and rest, improve systems of financial incentives. There are two components which can increase output: first, the growth of increasing in production input and the growth of increasing productivity.

The relation between output and input is unchanged because characteristic of the growth is by an input increase. Increasing in output means some moving of the production function at the same time with a change in the output or input relation. the increasing in productivity is generated the productivity growth corresponding to a change of the production function (Saari, 2006). Costs are determined by the amount (value) used economic resources. As you know, economic resources commonly divided into three groups: 1) Labor (labor potential, human capital), 2) Components of natural resources (land and raw materials), 3) Components of production (physical capital). According separately determined by the efficiency of labor, natural resources or capital.
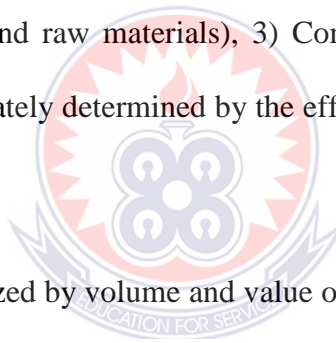
The results are characterized by volume and value of manufactured and sold products, the size of value added, income indicators of competitiveness, quality of life and ecology. Most results are expressed in terms of production or profit. If the calculation results are determined by the efficiency of production volume, we obtain the figures, called capacity, and if the profit, the following performance metrics are called profitability (Vihurzhynska, 2003).

 Productivity is a fundamental concept in economic analysis. The evolution of mid-to-long-run economic growth—which is a crucial assumption of analyses, on fiscal sustainability, for instance—relies substantially on perspectives on productivity growth. Productivity is also important in the light of short-run economic dynamics. For example, when an economy grows, the desirable policy accompanied by a rise in

productivity will be totally different from that without the rise. Considering monetary policy, immediate monetary policy tightening is not necessary if an economy grows with a rise in productivity and labor market conditions are not tight. By contrast, central banks should be cautious about economic growth without rising productivity, because economic bubbles and accelerated inflation are fairly likely to happen through economic overheating. While it is widely recognized that productivity is conceptually important, measuring productivity is quite difficult. One challenge in measuring productivity is that productivity measured in real time will be revised due to revisions to its source data (Naoko-Hara & Hibiki Ichiue, 2011).

2.5 Concept of Recruitment and Selection

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. In other words, the recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies. Successful recruitment begins with proper employment planning and forecasting. In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on an analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expanded to attract and retain such talent. Also related to the success of a recruitment process are the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources.

Organizations seeking recruits for base-level entry positions often require minimum qualifications and experiences. At the middle levels, senior administrative, technical and junior executive positions are often filled internally. The push for scarce, high-quality talent, often recruited from external sources, has usually been at the senior executive levels. Most organizations utilize both mechanisms to effect recruitment to all levels. 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 process are important practices for human resource management, and are crucial in affecting organizational success Jovanovic (2004). Due to the fact that organizations are always fortified by information technology to be more competitive, it is natural to also consider utilizing this technology to re-organize the traditional recruitment and selection process through proper decision techniques, with that both the effectiveness and the efficiency of the processes can be increased and the quality of the recruitment and selection decision improved.

Additionally, recruitment is a positive process i.e encouraging more and more employees to apply whereas selection is a negative process as it involves rejection of the unsuitable candidates. Recruitment also, is concerned with tapping the sources of human resources Whereas selection is concerned with selecting the most suitable candidate through various interviews and tests, and finally, there is no contract of recruitment established in recruitment whereas selection results in a contract of service between the employer and the selected employee. Recruitment of candidates is the function preceding the selection, which helps create a pool of prospective employees for the organization so that the management can select the right candidate

for the right job from this pool. The recruitment process is immediately followed by the selection process i.e. the final interviews and the decision making, conveying the decision and the appointment formalities (Wanous, 1992). Recruitment is the process of identifying and attracting a group of potential candidates from within and outside the organization to evaluate for employment. Once these candidates are identified, the process of selecting appropriate employees for employment can begin. This means collecting, measuring, and evaluating information about candidates‟ qualifications for specified positions. Organizations use these practices to increase the likelihood of hiring individuals who have the right skills and abilities to be successful in the target job (Leopold, 2002).

2.6 Concept of Employee Performance

Performance is a multi-dimensional construct, the measurement of which varies depending on a variety of factors. It is important to determine whether the measurement objective is to assess performance outcomes or behaviour. Latham, Sulsky and Macdonald (2007) emphasize that an appropriate definition of performance is a prerequisite for feedback and goal setting processes. They state that a performance theory is needed that stipulates: ϖ The relevant performance dimensions; The performance standards or expectations associated with different performance levels; How situational constraints should be weighed (if at all) when evaluating performance; ϖ The number of performance levels or gradients; the extent to which performance should be based on absolute or comparative standards. There are different views on what performance is. It can be regarded as simply the record of outcomes achieved. On an individual basis, it can be a record of the person's accomplishments. Performance is something that the person leaves behind and that exists apart from the purpose. Performance could be defined as the outcomes of work

because they provide the strongest linkage to the strategic goals of the organization, customer satisfaction, and economic contributions.

Also, performance is about outcomes but the concept is linked to the idea of a balanced scorecard. Fletcher (2001) mentions, contextual performance deals with attributes that go beyond task competence and that foster behaviours that enhance the climate and effectiveness of the organization. The Oxford English Dictionary defines performance as: The accomplishment, execution, carrying out, working out of anything ordered or undertaken? This refers to outputs/outcomes (accomplishment) but also states that performance is about doing the work as well as being about the results achieved. Performance could therefore be regarded as behaviour - the way in which organizations, teams and individuals get work done. Performance is behaviour and should be distinguished from the outcomes because they can be contaminated by systems factors. A more comprehensive view of performance is achieved if it is defined as embracing both behaviour and outcomes.

Performance means both behaviours and results. Behaviours emanate from the performer and transform performance from abstraction to action. Not just the Instruments for results, behaviours are also outcomes in their own right -the product of mental and physical effort applied to tasks - and can be judged apart from results. This definition of performance leads to the conclusion that when managing the performance of teams and individuals both inputs (behaviour) and outputs (results) need to be considered. This is the mixed model of performance management that covers competency levels and achievements as Well as objective setting and review. And it is this model that research (Armstrong & Baron, 2004) has shown to be the one that is now interesting many organizations. Performance can be said to be more

concerned with measuring performance. Performance is the behaviour or action relevant to the attainment of the organizations goals that can be scaled, that is, measured. Organisational performance can be defined 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 (Armstrong & Baron, 2004).

2.7 Recruitment Process

Recruitment according to Weihrich and Koontz (1994), involves attracting of candidates to fill the positions in an organizational structure. Recruitment as explained by Opatha (2010) is the process of finding and attracting suitably qualified people to apply for job vacancies in the organization. It is a set of activities an organization uses to attract job candidates who have the needed abilities and attitudes. Recruitment is the process of generating a group of qualified applicants for organizational job vacancies. However, Stonner, Freeman and Gilbert (2000) stated that the purpose of recruitment is to provide a group of candidates that is large enough to let managers select the employees they need. Before recruiting begins, the position's requirements which should relate to the task must be clearly identified.

Flippo (1984) opined that the sources of employees can be classified into two types, internal and external. The methods of recruiting will depend upon the source of recruitment the organization intends to utilize (Ejiofor, 1989). Where an organization decides on a policy of recruitment from within, then the methods of recruitment will include job posting on public boards in order to inform all employees and so allow open competition; the secret review of the records of employees and giving the jobs to chosen employees; and finally, announcement to employees and unions that there are vacancies and that new hands will be welcome. Employees and unions are then in a

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position to inform friends, relations and colleagues. These methods of recruitment will work well for filling low-paid positions in the organization.

It is often argued that a policy of internal recruitment is superior to a policy which looks outside the boundaries of the organization because it allows individual development. Employees, it is said, have a right to advance in their jobs and therefore should be given first consideration when job occur. Filling a job opening from within the firm has the advantages of stimulating preparation for possible transfer or promotion, increasing the general level of morale, and providing more information about job candidates through analyses of work histories within the organization. An internal search of the computer personnel data bank can flag personnel within minimum qualifications for the job opening. Such system is more compatible with adapting the organization to the needs of individuals. A job posting system has a number of advantages. From the view point of the employee, it provides flexibility and greater control over career progress. For the employer, it should result in better matches of employee and job, in addition to meeting requirements for equal opportunity for advancement of all employees (Flippo, 1984). While this argument is generally valid, it is well to remember that occasions often arise when existing employees do not possess the skills for the required tasks, or when giving them such skills will entail considerable costs to the organization. It has been argued that, no matter how much a company may design its manpower requirements to take account of internal skill developments, it still becomes necessary to bring in new talents into the organization through external recruitment. Details of these sources are discussed below;

a. Advertisement: is the most common form of external sources of recruitment. Organizations advertise vacant position on both electronic print and media to access a

larger pool of applicants. As cited by Nel et al. (2009:226), an advertisement has communication as its basic underlying principle and it should be worded in a manner that triggers responses from job seekers. Recruiters should formulate the wording of advertisements in a manner that is not discriminatory.

b. Electronic-Recruitment: or online recruitment uses web-based tools such as a firm's public internet site or its own intranet to recruit staff. The processes of e-recruitment consist of attracting, screening and tracking applicants, selecting, and offering jobs or rejecting candidates. Cappelli (2001) has estimated it that it costs only about one-twentieth, as much to hire someone online.

c. Employment Agencies: Employment agencies, sometimes referred to as labour brokers, even though they can face criticism from labour unions in Ghana, tend to be fast and efficient in recruiting applicants for specialized positions. For a fee collected from either the employee or the employer, usually the employer, these agencies do some preliminary screening for the organization and put that organization in touch with applicants. Private employment agencies differ considerably in the level of service, costs, policies, and types of applicants they provide. Employers can reduce the range of possible problems from these sources by giving a precise definition of the position to be filled (Sims, 2002).

d. Labour Offices: are sources of certain types of workers. In some industries, such as construction, unions have traditionally supplied workers to employers. A labor pool is generally available through a union, and workers can be dispatched to particular jobs to meet the needs of the employers. In some instances, the union can control or influence recruiting and staffing needs. An organization with a strong union may have less flexibility than a nonunion company in deciding who will be hired and where that person will be placed. Unions also can work to an employer's advantage through

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cooperative staffing programs, as they do in the building and printing industries (Keshav, 2013).

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

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

2.7.2 Sources of Recruitment

Every organization has the option of choosing the candidates for its recruitment processes from two kinds of sources: internal and external sources. The sources within the organization itself (like transfer of employees from one department to other, promotions) to fill a position are known as the internal sources of recruitment.

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Recruitment candidates from all the other sources (like outsourcing agencies etc.) are known as the external sources of the recruitment, Schmidt and Hunter (1998). They further explain that internal recruiting seeks to fill vacancies with current employees. It is the most common approach; Notify present employees and encourage them to apply for positions in which they are qualified, ask present employees for referrals; often those referrals are other current employees. According to them internal recruitment is advantageous in a sense that it increases morale, retains employees, attendance and work records are known, and less training necessary.

However, they say is disadvantages because it encourages lack of new ideas, may settle for less qualified to avoid hurt feelings, and bring ripple effect creating other vacancies. In addition, Schmidt and Hunter (l998) demonstrate also that external recruiting may be effective in certain situations it includes the ability to attract the most qualified individuals, a reduction in resentment, the ability to bring in new ideas, and recruitment from minority groups but to the contrary it calls for the need for more training, the chance of losing current employees to new opportunities elsewhere, and the risk of the unknown regarding the new employee. External Recruiting Resources can be used to locate, identify, and attract qualified applicants, and they include; Newspaper ads, specialized journals and publications, Professional organizations, Educational institutions, Public employment services, Private employment agencies, Labor unions and trade associations, Walk-ins and mail-ins, and The Internet as a new resource ,Taylor and Collins (2000), and are the present Employees, Unsolicited Applicants , Educational and Professional Institutions , Public Employment Offices, Private employment Agecies, Employee Referrals, Help wanted Advertising, Walk-Ins (Schmidt & Hunter, l998).

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In their literature Taylor and Collins (2000), and Schmidt and Hunter (1998), they agree that a combined Approach is probably the most common to make the most of the advantages of each, and further highlights the factors that influence both sources.

2.8 Selection Process

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

Flippo (1984) sees selection process as hiring procedure. According to him, in the hiring procedure varying methods are used to discover significant information about an applicant, which can then be compared with the job specification. He is of the opinion that there is no standard procedure adopted by all firms, the following is an example of a popular method: Initial or preliminary interview: This initial interview is usually quite short and has as its objective the elimination of the obviously unqualified. In many instances it is a standing interview conducted at a desk or railing.

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

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requirements are ascertained. An idea of education and experience can be obtained by knowing the time applicants finished in school and the names of job previously held. Many firms do not bother to initiate any paper work at this early stage. If the applicant appears to have any chance of qualifying for existing job openings, he or she is given the application blank to complete. Application Blank- One of the general principles of hiring procedures is to assign each step information objectives that can be best obtained by the methods of that particular step. Factual information should be obtained by means of an application blank.

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

Psychological Tests: The next step in the procedure outlined above is that of testing. Most of the larger companies that can afford to have a more detailed and accurate selection procedure do utilize some form of employment testing. It is the smaller company that frequently does not bother with tests, but places great reliance upon the interview. Interviewing: Interviewing is probably the most widely used single method of selection. A substantial amount of subjectivity, and therefore/ unreliability, is to be expected from interviewing when used as a tool of evaluation. One human being is evaluating another in somewhat strained and artificial circumstances. The specific

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sources of unreliability are several in numbers. First, the interview is allocated information objectives that cannot be obtained otherwise; this it deals with intangible goals such as assessing leadership role fit, and inner motivation. Secondly, much research of specific sources of subjectivity has demonstrated the following: (1) those interviewed immediately after the candidates are appraised more favourably; (2) excessive weight is given to unfavourable information, with only one negative item leading to rejection in about 90 percent of the cases in one study; (3) interviewer stereotyping exists with more females recommended for such jobs as editorial assistant and more males for personal technician; (4) interviewers sometimes make a decision very early and conduct the rest of the interview searching for substantiating information; (5) when favourable information is received to unfavourable, the applicant fares better; (6) the greater the number of job vacancies the more favourable the applicant evaluation and, (7) interviewers are often affected by appearance and non-verbal clues having little to do with job performance.

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

employment interviewer and the supervisor, who is better acquainted with the actual Job conditions and the type of personnel at present in the department.

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

A number of recent studies have suggested that some recruitment processes are more effective than others in terms of the value of the employees recruited. Miyake (2002) indicated that while advertising is usual for job vacancies, applicants were sometimes recruited by word of mouth, through existing employees. Besides being cheaper, the "grapevine" finds employees who stay longer (low voluntary turnover) and who are less likely to be dismissed (low involuntary turnover). People recruited by word of mouth stay longer because they have a clearer idea of what the job really involves. Miyake (2002) reviewed five studies in which average labour turnover of those recruited by advertising was 51 per cent. The labor turnover for spontaneous applicants was 37 per cent and turnover for applicants recommended by existing employees was 30 per cent. One hypothesis proposed to account for this was the "better information" hypothesis. It was argued that people who were suggested by other employees were better and more realistically informed about the job than those

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who applied through newspapers and agencies. Thus, they were in a better position to assess their own suitability.

Better informed candidates are likely to have a more realistic view of the job, culture of the organization and job prospects. Recruiting is seen as a "positive process of generating a pool of candidates by reaching the „right" audience, suitable to fill the vacancy" (Leopold, 2002), is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization". Leopold (2002), states further that the first step of recruitment is to put forward a job analysis which is important for both the organization and the candidates. If a job is not needed in an organization, recruitment and selection of a candidate is not necessary. However, if the job is needed, a job description usually consists of the job title, where the job is located, what the key purpose of the job is, what are the main duties that the job entails and what role it plays in the success of the organization, is compiled. In agreement with Leopold (2002) and Wanous (1992), highlights that the steps involved in the formal recruitment and selection process are often fairly standard, but there are a number of factors to consider along the way. Initially, the recruiting manager should draw up a job description and person specification for the vacant role if these are not already available, and steps are;

Step 1: Identify vacancy

Step 2: Prepare job description and person specification,

Step 3: Advertising the vacancy Step

Step 4: Managing the response

Step 5: Short-listing

Step 6: Arrange interviews

Step 7: Conducting interview and decision making (actual selection of candidate).

The recruitment and selection is the major function of the human resource department and recruitment process is the first step towards creating the competitive strength and the recruitment strategic advantage for the organizations. Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews and requires many resources and time, Sisson (l994). Similarly, Hall and Torrington (1998) states that a general recruitment process is as follows: The recruitment process begins with the human resource department receiving requisitions for recruitment from any department of the company. These contain: Preparing the job description and person specification. Locating and developing the sources of required number and type of employees (Advertising etc.). Short-listing and identifying the prospective employee with required characteristics as well as arranging the interviews with the selected candidates, conducting the interview and decision making. The recruitment process is immediately followed by the selection process i.e. the final interviews and the decision making, conveying the decision and the appointment formalities.

2.8.1 Selection Techniques

Organizations employ a variety of selection techniques, and statistical theory is used to give credibility to techniques that attempt to measure people. Organizations also need to consider reactions of applicants to selection methods and an important factor is the perception of fair treatment (Gatewood & Field, 1994). Tl1e interview is the oldest and most widely used of all the selection techniques, along with application forms and letters of reference, referred to as „the classic trio‟. Once applications have been received for the role, the selection process should he clear and a timetable drawn up. There are a number of methods a company can use at the selection stage. These include identifying whether the candidate has the required skills and experience from

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their application or CV, face-to-face interviews, assessment centers and completion of case studies or presentations. Many companies like to conduct initial telephone interviews to draw up a short list of candidates (Dipboye, 1992).
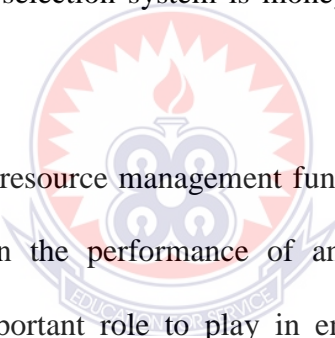
Furthermore, Schmidt and Hunter (1998), states a good selection requires a methodical approach to the problem of finding the best matched person for the job Selection Process; Preliminary Interview, Selection Tests, Employment Interview, Reference and Background Analysis, Physical Examination, Job Offer and Employment Contract, and the stages in Selection Process include: Stage 1: Screening of Application Forms. Stage 2: Tests--Intelligence, Aptitude, Technical, Psychometric, Ability, Interest. Stage 3: Selection Interview. Stage 4: Selection Decision.

Lastly, according to Dipboye (1992), selection methods vary between applications and resumes used to select qualified applicants which both include written documents that can be used to determine if a candidate meets basic job requirements, employment tests used to test job skills, personality, or written intelligence/aptitude; they must be reliable and valid. Others are personal interviews used to compare information on the application, and usually allow a chance to discuss the job face-to-face; the interviewer can ask questions, but so can the applicant as well as reference checks that provide additional information about the applicant.

2.9 Effect of Recruitment and Selection Practices

The effective recruitment and selection of employees is a fundamental HRM activity, one that if managed well can have a significant impact on organizational performance as well as lead to a more positive organizational image, recruitment and Selection are vital processes for a successful organization, having the right staff can improve and

sustain organizational performance. Also, effective recruitment and selection is central and crucial to the successful functioning of the organization as it depends on finding people with the necessary skills, expertise and qualifications to deliver the organization's strategic objectives and the ability to make a positive contribution to the values and aims of the organization (Sisson, 1994). 0n the other hand, better recruitment and 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. Hence, investing in the development of a comprehensive and valid selection system is money well spent (Hall & Torrington, l998).

Recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. 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. Recruitment and selection play a pivotally important role in shaping an organization's effectiveness and performance, if work organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities, recruiting and selecting staff in an effective manner can both avoid undesirable costs for example those associated with high staff turnover, poor performance and dissatisfied customers and engender a

mutually beneficial employment relationship characterized, wherever possible, by high commitment on both sides.

Pilbeam and Corbridge (2006) provide a useful overview of potential positive and negative aspects noting that:The recruitment and selection of employees is fundamental to the functioning of an organization, and there are compelling reasons for getting it right. Inappropriate selection decisions reduce organizational effectiveness, invalidate reward and development strategies, are frequently unfair on the individual-recruit and can be distressing for managers who have to deal with unsuitable employees. Recruiting and selection is very important for the survival of every organization but that does not end there, new recruits need to be developed and appraised from time to time in order for them to be abreast with new trends and challenges. When employees are developed it help increase their performance and help sustain the growth of organizations.

Recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. While it is understood and accepted that poor recruitment decisions continue to affect organizational performance and limit goal achievement, it is best that much effort is put in the recruitment and selection practices (Randall, 1987). Recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2009).

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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.

The general theories of recruitment as highlighted by Cole (2002), Armstrong (2008) and Dessller (2006) pinpoint the fact that employees need to have a fit-in culture in order to survive in a new job environment puts pressure on the recruitment team to cultivate the organization culture that enhances good performance.

Recruitment strategies by organizations should be tailored towards specific positions to be filled. These strategies in the modern global environment include advertisements in electronic and print media, agencies and services, schools and colleges/universities forum, professional associations and internal resources. All the strategies will produce particular employees with varying performances (Ndlovu et al., 2003). Melum (2002) indicates that the common process by most organizations when carrying out recruitment will include a behavior-based interview which can help to some extent in predicting subsequent performance of employees better than lets say situational interviews.

Nwabuzor and Anyamele (2002) observes that the theory of recruitment is a scholarly body of work about how people can most effectively be persuaded to apply for a job. Under normal circumstances, an increase in the pool of applicants will improve an

employer's opportunities in selecting exactly the right people for job vacancies. Both sides of the application process should and do concern themselves with "fit". Studies conducted by Kamoche and Kamoche (2004) shows that applicants will be attracted to the organization to the extent they see it as a good match for them, or what in the literature is known as "Person-Organization (P-O) "fit". Potential applicants make an initial assessment of the likely P-O fit through what they understand of the employer's culture. Recruitment is central to any management process and its failure can increase difficulties for any organization including an adverse effect on its profitability and inappropriate levels of staffing or skills (Soliman, 2000).

Gupta (2006) observes that selection can be conceptualized in either choosing the "fit" candidates or rejecting the candidates, or a combination of both. Selection process assumes rightly that there are more candidates than the number of job openings available (Prasad, 2005). The basic idea in selection process is to solicit maximum possible information about the candidates to ascertain their suitability for employment and given the fact that there are factors which affect the seeking of such information (Graham, 1996). Armstrong (2009) observes that candidates can be selected using different methods in order to assess their suitability for a certain role. These methods include; individual interviews, interviewing panels, selection boards, and assessment centres. Despite a well-drawn plan on recruitment and selection and involvement of qualified management team, recruitment processes adopted by organizations can face significant obstacles in implementation.

Ombui, Elegwa, and Gichuhi (2012) investigated the influence of recruitment and selection on the performance of employees in research institutes in Kenya. There is growing evidence that human resource management practices can play an important

role in attaining high quality workforce. Recruitment and selection has been specifically singled out as a major human resource management practice that can have an influence on the level of employee performance in organizations. Research institutes in Kenya have been facing performance challenges and there is need, therefore, for them (Research Institutes) to attract and retain high caliber personnel. The quality of employees recruited by research institutes in Kenya is viewed as a possible intervention. The overall objective of the study was to determine how recruitment and selection influence employee Performance in research institutes in Kenya. The study adopted the null hypothesis that recruitment and selection do not influence employee performance in research institutes in Kenya. The study adopted descriptive and correlation research designs while the study population was drawn from all Government owned research institutes formed under the Science & Technology Act. Cap 250. The target population was drawn from the research institutes that were within Nairobi county and its environs. The study adopted stratified sampling technique while the sample size was 256 employees. The study used questionnaires to collect data while Cronbach's alpha was used to test the validity and reliability of the instruments. A statistical package for social sciences (SPSS) was used to analyze quantitative data while data was presented using statistical techniques such as tables, bar-graphs and pie charts. The results of the study revealed that the correlation between employee performance and recruitment and selection were highly significant at 0.374 (p=0.000). The study recommended that research institutes strictly adhere to job specifications when filling vacant positions.

Recruitment and selection is a vital process for every successful organization because having the right staff improves and sustains organizational performance. The impact of an organization's selection system influence bottom-line business outcomes, such

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as productivity and financial performance a dream for any organization. In the operations of any organization, recruitment and selection is the major function of the human resource department and recruitment process is the first step towards creating the competitive strength of organizations. Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews and requires many resources and time.

Accordingly, recruitment and selection are conceived as the processes by which organizations solicit, contact and interest potential appointees, and then establish whether it would be appropriate to appoint any of them (Sisson, 1994). Recruitment and selection are the two phases of the employment process but there is a difference between the two. The recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization while selection involves the series of steps by which the candidates are screened for choosing the most suitable persons for vacant posts. Similarly, the basic purpose of recruitments is to create a talent pool of candidates to enable the selection of best candidates for the organization, by attracting more and more employees to apply in the organization whereas the basic purpose of selection process is to choose the right candidate to till the various positions in the organization. The recruitment process is immediately followed by the selection process, which is the final interviews and the decision making, conveying the decision and the appointment formalities. Recruiting is seen as a "positive process of generating a pool of candidates by reaching the right audience, suitable to till the vacancy" (Leopold, 2002), On the other hand, he stated that once these candidates are identified, the process of selecting appropriate employees for employment can begin. This means collecting, measuring, and evaluating information about candidates" qualifications for specified positions.

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Selection therefore, is a process that involves the series of steps by which the candidates are screened for choosing the most suitable persons for vacant posts. Recruitment of candidates is the function preceding the selection, which helps create a pool of prospective employees for the organization so that management can select the right candidate for the right job from this pool. The main objective of the recruitment process is to expedite the selection process. Therefore, organizations use these practices to increase the likelihood of hiring individuals who have the right skills and abilities to be successful in the target job, and better recruitment and 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. Hence, investing in the development of a comprehensive and valid selection system is money well spent. Recruitment and Selection are vital processes for a successful organization, having the right staff can "improve and sustain organizational performance" (Petts, 1997: 126). The basic purpose of recruitments and selection is to create a talent pool of candidates to enable the selection of best candidates for the organization, by attracting more and more employees to apply in the organization as well as to choose the right candidate to fill the various positions in the organization which process must be based on merit or technical knowhow.

The recruitment and selection is the major function of the human resource department and recruitment process is the first step towards creating the competitive strength and the recruitment strategic advantage for the organizations, (Phillips,1998). In today's rapidly changing business environment, a well-defined recruitment policy is necessary

for organizations to respond to its human resource requirements in time. Therefore, it is important to have a clear and concise recruitment policy in place, which can be executed effectively to recruit the best talent pool for the selection of the right candidate at the right place quickly (Petts, 1997).

The purpose and importance of recruitment are given below by Dessler (2000): Help increase the success rate of selection process by decreasing number of visibly under qualified or overqualified job applicants, Increase the pool of job candidates at minimum cost, Create a talent pool of candidates to enable the selection of best candidates for the organization, Attract and encourage more and more candidates to apply in the organization, Recruitment is the process which links the employers with the employees, Determine present and future requirements of the organization in conjunction with its personnel planning and job analysis activities, and Help reduce the probability that job applicants once recruited and selected will leave the organization only after a short period of time. Others according to him are; Meet the organizations legal and social obligations regarding the composition of its workforce. Begin identifying and preparing potential job applicants who will be appropriate candidates, and Increase organization and individual effectiveness of various recruiting techniques and sources for all types of job applicants.

2.10 Improving Employee Productivity

Motivation, as a process, started with a need in human being which creates a vacuum in a person. In an attempt to fill the vacuum an internal driving force is generated which starts and sustains a chain of action and reaction. It is at that point that the vacuum is also filled. With this background information. Nnabuife (2009), define motivation as the internal or external driving force that produces the willingness to

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perform an act to a conclusive end. This first aspect of motivation we choose to describe as internal motivation because the driving force comes from within an individual. The second aspect is external motivation, is applied by the organization. This is because employees are motivated to identify with organization in order to satisfy their varied and variegates needs and desires. Until they have been identified and properly satisfied, they will never cease to impede smooth running of the organizations. One of the biggest problems facing manager in the organizations is how best to get employees committed to their work and put in their best towards the accomplishment of organization's objectives. Motivation is concerned with why people do what they do. It answers such questions as why do managers or worker go to work and do a good job. This tries to explain what motivates people to act the way they do, with primary focus on the work place. It is the primary task of the manager to create and maintain an environment in which employees can work efficiently and realize the objectives of the organization.

Employees differ not only in their ability to work but also in their will to do so (motivation). To motivate is to induce, persuade, stimulate, even compel, an employees' to act in a manner which fulfilled the objectives of an organization. The motivation of employees depends on the strength of their motives. Motives are need, wants, desire, or impulses within the individual and these determine human behaviour. Therefore, motivation is the process of arousing behaviour, sustaining behaviour progress, and channeling behaviour into a specific curse of action. Thus, motives (needs, desire) induce employees to act. Motivation therefore is the inner state that energies people, channels and sustains human behaviour. Since it has been established that all behavior except involving responses are goals directed, manager can apply motivational theories of management in their attempt to direct the job

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behaviour of employees towards the goal of their establishment. Every organization and business want to be successful and have desire to get consent progress. The current era is highly competitive and organizations regardless of size, technology and market focus are facing employee retention challenges. To overcome these restraints a strong and positive relationship and bonding should be created and maintained between employees and their organizations human resource or employees of any organization are the most central parts so they need to be influenced and persuaded towards task fulfillments. For achieving prosperity, organizations design different strategies to compete with the competitors and for increasing the performance of the organizations. Few organizations believe that the human personnel and employees of any organization have its main assets to which can lead them to success or if not focused well to decline. Unless and until, the employees of any organization are satisfied with it, are motivated for the tasks fulfillment and goals achievements and encouraged, none of the organization can progress or achieve success. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organization (Shadier et al., 2009). A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore in that direction. Rutherford (1990) reported that motivation formulates an organization more successful because provoked employee are constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees (Kalimullah et al., 2010). Getting employee to do their best work even in strenuous circumstances is one of the employees most stable and greasy challenge and this can be made possible through motivating them.

Chukwuma and Obiefuna (2014) investigated effect of motivation on employee productivity of manufacturing companies in Nnewi. Descriptive and inferential

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statistics were used in the analysis of the data. During the analysis of the data it was discovered that the goal of motivation is to cause people to put fourth their best efforts with enthusiasm and effectiveness in order to achieve and hopefully surpass organizational objective. It is evidence that workers of manufacturing firms in Nnewi are poorly motivated; hence low productivity. Findings from the research on productivity of manufacturing firm's staff are reported. Two sets of questionnaires were employed in the study. One set was administered on management staff and the other on junior staff. The study reveals that salaries paid to junior staff in the company were very below the stipulations of Nigerian National Joint Industry Council. It further shows that the junior staff is rarely promoted and the junior staff prefers financial incentives than non-financial incentives. The study recommended that increase in salary via promotion; overtime allowance and holiday with pay should be used as motivational tools.

Mudor and Tookson (2011) argues that desire to achieve the set target is the motivation that makes most employees perform efficiently and be good at something within the organization as the employee realizes that their work effort is worth to the companies. The study also established that **performance appraisal** helped employees in their endeavour to enhance productivity. This finding concurs with Rudman (2003), who noted that performance appraisal is a critical factor in an organization in enhancing the performance of the employee. The study also established that employees' productivity was greatly influenced by work commitment by the employees. This is because committed employees are expected to put in effort in whatever they do in order to facilitate the realization of the company's objectives. These findings resonate with what was reported by Varsha and Bhati (2012) that employees' commitment is significantly related to sustained productivity. The study

also established that teamwork, **training and skills development had a significant effect on employee productivity.**

Employee training is necessary in skills development which is an important ingredient in maximizing productivity. Training and career development will help develop the skills of an employee thus making them better in what they do and therefore improving their productivity. This is in line with the findings of Ollukkaran and Gunaseelan (2012), which proved that training and development is helpful in increasing employees' performance. In terms of human resource practices, issues to do with working environment, pay and rewards, training and career development, transparency and organizational justice, compatibility with organizational culture, promotion, organization structure, among others significantly affected productivity.

This concurs with Ajala (2012), who argued that **conducive working environment** helps in improving productivity. Transparency in the organization allow the employee to understand the operations in the company, this understanding can help in making the employee perform well. When employees are handle fairly at work they will be free to perform well. This finding relates to Adams' equity theory that indicates an individual can alter their quality and quantity of work to restore justice when they perceive that the outcome/input ratio not to be just (Adams, 1966). The study found out that employee compatibility with organizational culture leads employee to perform from an average level to some high extent level. When employees' culture is in line with the culture of the organization, the employee does not find it difficult to operate in that organizational environment since they share common belief and practises.

This finding is in line with Wambugu, (2014) that found out organizational values (culture) has a more significant effect to employee's job performance. This contrasts the findings of Nguyen, Dang, and Nguyen, (2014) who argued that promotion opportunities positively influence employee performance. The study also found out that organizational structure leads to high performance level by employee. The structure of an organizational will allow a smooth operation of the employee. This concurs with Hao, Kasper, and Muehlbacher (2012) who noted in their study that senior managers were of the opinion that organizational structure improves performance directly and through innovation. The study revealed that support employee got from their supervisor made them perform highly in the organization. Supervisor support will help boost employee morale, by motivating them to put in more effort aimed at increasing productivity. These findings are in line with Leblebici (2012) who argued that support from the supervisor is helpful in increasing employees' productivity level. Office design as part of infrastructure was found to significantly impact on productivity.

This finding supports Hameed and Amjad, (2009) who argued that office design is very vital in terms of increasing employees' productivity. In terms of employee characteristics, various factors were found to significantly affect employee productivity. Among these included gender, age, level of education, experience, among others. For instance, the study established that productivity of employee was high when the work design suited their gender. Most employees noted that they were able to achieve their set targets when they are working where they feel their personal ego is not damaged. For example, men will perform poorly when performing task that they feel is meant for ladies. On the other hand, education is expected to expand the knowledge base of the employee thus making them more creative and innovative thus

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improving their way of doing things. This is in line with NG & Feldman, (2009) who stated in their study that education promotes core task performance by providing individuals with more declarative and procedural knowledge with which they can complete their tasks successfully. Similarly, as noted by Githinji (2014) training provides employees with requisite skills for performing tasks assigned. Experience makes employee master their job and this make them perform their duties with ease and therefore achieving high productivity (Uppal, Mishra, & Vohra, (2014).

A large number of scholars have studied the impact of working environment on productivity of employees as Gonzalez (1999) defines importance of working environment as it is an important determiner of employee performance and helps employees to concentrate on their job properly. In describing relation between HRD climate and performance Mohanty, Susmitaparija and Ghansyamsahu (2012) found that a positive relation exists between HRD climate and employee performance and any change in working climate impacts on performance. Similarly working environment also impacts on job satisfaction as studied by Bakotic and Babic (2013) that employees prefer to work in working environment that is less risky.

Similarly, office design also impacts on performance environmental factors are source of motivation by employees as pointed out by Amina and Shehla (2009). Mokaya et al. (2013) found that factors like working conditions, remuneration and promotions play important role for employees' level of job satisfaction. Ollukkaran and Gunaseelan (2003) found that how well employees engage with their working environment, it will have positive impact on employees' performance level. Smrita et al. (2010) found that the development of good culture in the organization affects employees' level of motivation. Mcguire and Mclaren (2007) found that a working

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environment has a strong impact on employees' well-being and develops interaction, collaboration and innovation and increase job satisfaction. In studying the impact of indoor environment, Roelofsen (2007) found that indoor environment has great impact on job performance and level of performance can be increased from 5 to 15 percent because of improving working conditions. Work place level also impacts on employees' stress as according to Vischer (2006) that a good working environment will lead to better fit between work space and employees and results in improving behavior and stress related emotions. A good working environment changes employees' approach towards job as according to Berg (1999) job and overall working environment has substantial effect on worker's views about companies to help balancing work and family life.

In describing factors constituting a healthy working environment, Goudswaard (2012) highlighted work life balance, motivation level psychological conditions, social dialogue, management and leadership coherence, transparency develop a good working environment and a good working environment leads to increase organization productivity. Yasin (2013) found that the productivity of employees will increase by keeping working conditions and working environment up to certain threshold level and subsequently will decrease if work load will increase from above certain threshold level.

Haynes (2008) found that the behavior components of working environment have more impact than the physical components of working environment and in the environment where level of interaction is high, supports creativity and transfer of transactional knowledge. Sehgal (1995) found that office design play vital role in increasing employees' productivity level. It has been observed by the scholars that the

work place environment contributes to 24% in job satisfaction. It increases productivity level of an individual by 5% and team performance can be increased to 11% through developing good working environment.

Arokiasamy (2013) found that the factors like compensation, rewards, job security and working environment increase level of commitment and sense of belonging with the organization. Noah and Steve 2012) found that a working environment in an organization increases level of job satisfaction that ultimately leads to achievement of organization goals. Given the role of labour productivity in organization, companies worldwide including Ghana have over years initiated and implemented various strategies earmarked towards enhancing labour productivity. These measures include but not limited to creation of a conducive productive environment, appropriate compensation mechanisms as well training and development of the workforce. The work environment in which employees operate determines the way in which such enterprises thrive (Sehgal, 2012).
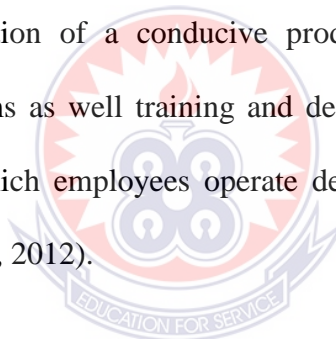
The quality of the employee's workplace environment impacts on the level of employee's motivation and subsequent performance (Sehgal, 2012). Some of these measures include better lighting, personal space, creative methods for accessing work space, personalization, safety measures, office design, more impromptu meeting for work well done and involvement in the decision that impact their day to day lives at work (Brenner, 2004; Sehgal, 2012). These it has been argued is vital in terms of increasing employees' productivity. In increasingly competitive global business environment, companies are compelled to invest in capacity development to not only enhance efficiency but also improve productivity and performance (Awan & Tahir, 2015).

Employee productivity is one of the sources of competitive advantage. In an organization, employees are arguably considered strategic because they are involved in the usage of other resources (Mokaya et al., 2013). In contrast, an organisation could have excellent resources but would still be uncompetitive if it fails to properly invest in ensuring it attracts and retains the best and most skillful human resources. Employee benefit programs have far reaching effects on their productivity. For the organization workforce to be productive they must be well compensated, therefore an organization should provide its workforce with appropriate pay package in order to achieve productivity from the employees. Hong et al (1995) notes that material and financial benefit programmes are significant influential factors among employees in work-motivation and productivity. In Gielen et al. (2009), performance related pay was identified to greatly increase employee productivity. Payments based on the quantity of work done rather than on the time spent on the job, is particularly beneficial for increasing worker productivity (Ray, 2016).

Training and development earmarked towards enhancing acquisition of knowledge, skills and attitude essential for carrying out a specific task or activity of the job contributes towards employee productivity. Training and development of the organization workforce improve the abilities of the employee and the organization as a whole. Employee development is invaluable in increasing productivity since it not only motivates employees but also enhances skills growth which improves performance (Hameed, 2011; Sunita & Srija, 2015).

The lean production approach offers a different but complementary way to improve productivity and quality. The emphasis in lean production on elimination of waste and continuous improvement combined with a strategic focus on quality by the company

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(Stewart and Raman, 2007). Lean production systems have a different set of methods for improving productivity and quality than TQM and Six Sigma, although some of tools may be jointly utilized. In lean systems, the emphasis is on reducing waste (muda) of all types: space, time, energy, motion, materials, inventories, and defects. To getting this goal, employees were training to use the scientific method to check this hypothesis (Spear & Bowen, 1999). They are taught to always look for sources of muda and develop experiments to find ways of eliminating it.

Teamwork is emphasized to leverage the efforts of a work team that typically rotates jobs and knows the process intimately. Managers serve as mentors and coaches in these efforts which are considered a part of every employee's job responsibilities. Employees primarily learn the continuous improvement process based on the scientific method through a "learning-by-doing" approach. 2.5.3. Supply chain management In an increasingly effective supply chain management, globalized economy are a prerequisite to global competitiveness. Most firms have at least some international sourcing or production and sales. These global supply chains must be managed well for the firm to maximize its productivity gains and add to its competitiveness. Many firms do very little actual manufacturing these days having outsourced their production to third-party subcontractors, usually in developing countries.

Yet their brand name is on the product, and their brand equity will be largely determined by the performance of their subcontractors. They need to work with these subcontractors as well as logistics providers to assure high quality, low costs, and quick delivery. There are increasing concerns about Corporate Social Responsibility (CSR) that also must be factored in; these involve working conditions in overseas

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plants and environmental issues. If the CSR concerns are not properly addressed, the firm's brand image and sales may suffer (Auger et al., 2003).

The key to effective supply chain management is viewing it as an integrated process where, if any partner improves everyone else in the supply chain benefits (Hammer, 2001). Increased sales due to lower costs, better product design, and better quality in the downstream partners feedback in terms of greater sales and profits for the upstream partners. Lower costs and higher productivity in the upstream partners yield increased sales for the downstream creating a virtuous cycle. To achieve this, the supply chain partners need to work together to coordinate their production schedules and shipments. They also need to cooperate on product design to maximize the comparative advantage of each partner. Most importantly, they need to share expertise and assist each other in improving their internal quality and productivity (Liker & Choi, 2004).
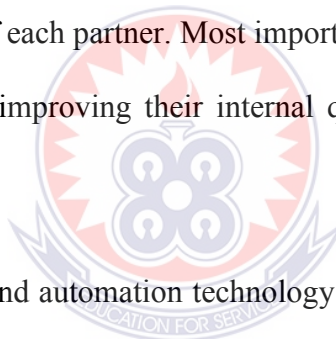
The role of information and automation technology (IT) in productivity improvement were frequently discussed. Conventional wisdom is that the pickup in productivity growth in the U.S. in the 1990s and, continuing to the present is due primarily to the widespread application of computers and information technology (Jorgenson and Stiroh, 2000; Oliner & Sichel, 2002). The correlation has been noted, but the linkage between productivity growth and IT appears to be more complex. It has been observed that some of the industries that invested heavily in IT experienced little productivity improvement. One explanation for this paradox is the role of "intangible capital" in the use of IT. If a firm invests in computers and information technology without also changing their internal processes to effectively use it, little productivity improvement is forthcoming. Investing in new business systems, reorganizing the

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workplace, and worker training are all investments in intangible capiital that can pay large productivity dividends which IT can enable (Baily, 2004). A McKinsey Global Institute report, based on a series of case studies, suggest that it is innovation that really drives productivity growth and innovation is stimulated by competition (Nevins, 2002) and entrepreneurial activity (Baumol et al., 2007).

IT plays only a supporting role in this view. Information technology has the potential to improve productivity in a global firm if it is supportive of improvements in business processes. The growth of global supply chains offers one of the most important applications of IT (Mefford, 2006). One example could be the introduction of automatic 3R systems. System 3R's automation concept gives: - Increased utilization of existing machine; - Increased productivity; - Increased flexibility; - Lower production costs; - Lower until costs; - Shorter depreciation time. The barriers to integrating a global supply chain is difficulty communicating across cultures and time zones. The development of modern communication and information technology has greatly facilitated this effort and made tightly integrated global supply chains feasible, whereas only a few years ago they were not. Telecommunications technology including satellite, and cellular have made global voice communication cheaper and much more available. The Internet has made possible real time linkage of production and logistics in global firms as well as an enhanced ability to scout out potential suppliers and customers. Improved software such as ERP, SCM, and CRM allow companies around the world to integrate their purchasing, production scheduling, inventory, logistics, and product design functions.

Driven by the requirements of lean production and the quality programs, firms have been able to significantly improve productivity by upgrading the skills of their

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workforce. This may occur due to more selective hiring, but often is created internally by more extensive training, job rotation, multitasking, and empowerment of employees. The model of a worker performing a simple, repetitive task over and over has been replaced by one that has a factory worker rotating jobs in a team and participating in kaizen activities.

This is improves employee morale in general and can yield substantive benefits in terms of highest quality and workers suggestions for improvements in the process. As the employee understands a larger portion of the production process, he or she is more able to contribute to improvement efforts which in itself may be motivating. The higher morale and resultant reduced labor turnover create an incentive for firms to continue to invest in training for workers, which makes them more successful (and often better) creating another virtuous cycle that fosters long term productivity increases. In addition the training and professional development of jobs may make the application of information technology more proouctive.

The culture of the organization should be developed to support continuous improvement in employees' performance so that employees are able to identify with the values, norms and artifacts of the organization, hence the need for organizational culture (Ojo, 2009). It is through this process that employees learn about the organizational culture and decide whether they can cope with it or not, meaning that an organization is a learning environment. It makes employees understand that organizational culture makes employees perform better, hence understanding more of performance as the extent to which an individual is carrying out an assignment or task (Cascio, 2006).

For two decades, many scholars have studied the nature and scope of organizational culture and those who have worked on the employees' participation in the organizational success agree that there is a significant influence of culture and organizational success. For instance, Fakhar, Zahid and Muhammad (2013), found out that the implementation of a good rewarding system and continuous motivation encourages the employee to do best to target achievements of the organization, instead of giving more focus on structures and policies. Earlier studies indicated a relationship between organizational culture and employees' performance. Magee (2002), as cited in Agwu (2014), argued that organizational culture is inherently connected to organizational practices which in turn influence employees' performance but Hellriegel and Slocum (2009) contend that organizational culture can enhance employees' performance if what sustains it can be understood. Thus, the culture of an organization acquaints employees with the organization's history as well as current methods of operation that guide employees on expected and acceptable future organizational behaviours and norms.

Ferris et al. (1998) assert that effective human resource system is based on supporting values that create a positive impact on employees' attitudes and behaviours which in turn influence their performance but from numerous―surveys on culture‖, it has been claimed that employee performance can be improved by developing and creating certain kinds of organizational cultures (Sackman & Bertelsman, 2006).

Martin and Siehl (1990), cited in Agwu (2014), argue that organizational culture is theoretically related to performance and has a positive influence on it, as Bowen and Ostroff (1989) also observe that the role of culture involves nurturing, sustaining and enhancing employees' performance in organizations. Though Kopelmal et al. (1990)

observed that organizational culture aids coordination of assignments and minimizes inefficiency in resource utilization but in order to do this, the College of Computing and Information Sciences (CoCIS) employees require a supportive organizational culture in order to attain their individual objectives.

According to Furnham and Gunter (1993, cited in Luu (2010), organizational culture functions as the internal integration and coordination between an organization's operations and its employees whereby, if it fails to fulfil these functions to a satisfactory level, employees may be influenced negatively but if there is a positive culture, this supports adaptation and enhances employees' performance by motivating, shaping and channelling their behaviours towards the attainment of corporate objectives (Osibanjo & Adeniji, 2013). Therefore, to improve an organization's performance, there is need to have a clear sense of purpose and commitment towards its mission by reflecting its ultimate long-term objective which is accomplished by conducting integrated operational and behavioural activities. In the current study, the researcher also views organizational culture as shared values, beliefs and norms that influence the way employees think, feel and behave in the workplace and also assumes that a positive organizational culture will enhance employees' performance as values shared by employees in the organization.

Several academics and practitioners (Kotter & Heskett, 1992), cited in Agwu (2014), argue that the performance of an organization depends on the degree to which the values of its employees are widely shared. Similarly, it is generally argued that shared and strongly held values enable management to predict employees' reactions to certain strategic options and reducing these values may bring undesirable consequences (Ogbonna, 1993).

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Aluko (2003) asserts that organizational culture is divided into two major aspects -- material and non-material cultures. The material aspects of culture include products of industry, technology, art, and are directly observable. The non-material aspects of culture consist of the knowledge, philosophy, morals, languages, motivation, attitudes, values, and norms shared and transmitted in a society like the College of Computing and Information Sciences (CoCIS). They are not visible or tangible but they are manifested through the psychological states and behaviour of the people. Harris and Ogbonna (2000) assert that the evidence of a leadership-performance link is largely unreliable and considerably more research has empirically examined the organizational culture – performance relationship. They further stress that organizational culture is one of the most popular concepts in the fields of management and organizational theory.

Similarly, Alvesson (1990) has argued that the academic acceptance of culture, without the usual squabbles and skepticism associated with new concepts, is a major indication of the perceived importance of the concept. This means the culture exhibited by the College staff has important implications for their performance. Some other researchers have noted that treating culture as a unitary concept reduces its value as an analytic tool (Martin, 1992, as cited in Ogbonna and Harris (2000). Yet culture cannot be equated to power and politics or climate because there is a disagreement by Legge (1994) and Ogbonna (1993) on whether organizational culture can be easily changed. But experience from the College of Computing and Information Sciences suggests that culture can change especially when the people who introduce that culture have left the organization. Some scholars (Denison, 1990; Ouchi, 1981), as cited in Uddin et al (2013), have argued that the performance of an

organization is dependent on the degree to which the values of the culture are widely shared.

According to Scholz (1987), as cited by Tameemi et al (2014), claimed that organizational culture is linked to performance and is also founded on the perceived role that culture can play in generating the College's competitive advantage. But Ogbonna (1992) argues that some widely shared and strongly held values enable management to forecast employee reactions to certain strategic options, hence minimizing the scope for undesired consequences. In addition, Krefting and Frost (1985), also cited by Tameemi et al (2014), suggest that the way organizational culture creates competitive advantage is by defining the boundaries of the organization in a manner that facilitates individual interaction by limiting the scope of information processing to appropriate levels.

According to Awad and Saad (2013:172), the different values and beliefs based upon employee performance helps in organization association. They argue that the organization's culture helps in internalizing joint relationship that leads to manage effective organization processes. They also confirm that the productivity and culture of an organization helps in improving employee performance. In their study, they observe that strong impact of strong organization culture leads to increased productivity. The norms and values of an organization like CoCIS are based upon different cultures' influence on work force management because, in an organization, a strong culture enables effective and efficient management of work force employees (Awad & Saad, 2013).

In addition, Shazad et al. (2013) assert that a strong culture within the organization leads to raise the employees' commitment towards achieving the goals of the

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organization on a common path because it is very helpful to increase the performance of the employees. They also contend that personal beliefs are different from the organizational values when an employee is entering in the organization, whereas in a strong culture, employees are on the common path towards achieving organizational goals, which provide the opportunity to the employees to grow and perform well in the organization. In another study, Mohammad, Uddin, Huq and Saad (2013) on the impact of organizational culture on employee performance and productivity, the results showed positive association between a strong culture and performance improvement. It was therefore on the basis of this study, that organizational culture has a positive impact on the employees' job performance. Schein (1990), as cited in Ahiabor (2014), also states that an organization's norms and values have a strong effect on all those who are attached to the organization and, as considered by the scholar, norms are invisible. But if the 26 organization like College of Computing and Information Sciences want to improve the performance of the employees and profitability, norms are the first places to look at.

Communication is considered an important ingredient in the work setting of the organization. Organizational communication is a way to develop a strong culture within the organization to achieve the set goals and objectives. In this regard, Scholfelder (1998), cited in Roos (2008), defines organizational communication as an approach in which everyone should participate to create an effective culture within the organization. This leads to sharing of knowledge, opinions and ideas which results into innovation, effective decision-making and also increase in the productivity of an organization. He also found in his study that managers spend 70-80 per cent of their daily time in communicating with others and if both the employees and managers' communication skills increase by 10 per cent, this would lead to 7 per cent increase in

productivity. According to Hellweg and Phillips (1982), cited in Mahdieh (2015), employee performance increases when there is communication within the organization and, besides other things, communication within the organization helps the employees to perform their tasks well, to have information about the duties they have to perform, and about the goals of the organization. They argue that existence of communication within the organization leads to effective decision-making. In their study, Smidts, Pruyn and Riel (2001) define communication as a transaction. They argue that employees who are well informed about organizational activities as goals and objectives, new developments and achievements can enable the organization's members to develop such characteristics which differentiates it from other organizations hence improving on the performance of employees. They also found that communication climate is an important variable in the relationship between organizational communication and employee performance; and where there is lack of communication, decision-making becomes difficult.

According to them (Smidts, Pruyn, & Riel, 2001), it is the foremost duty of the manager to pay serious attention towards the internal communication climate, by giving each employee opportunities to speak, get involved and listen and guide them to fulfil goals. A study by Harshman and Harshman (1999) concludes that the structure of the organization is changing day by day as the environment is changing. The changing social and economic atmosphere in any country brings change in the work settings of any organization including the College of Computing and Information Sciences.

Organizational communication is the critical function, and it affects the content and structure of any organization when these changes lead to change in formal and

informal patterns of communication in the organization. Previous researches show that there is a strong bond between communication and other organizational functions. More specifically, a study by Monge, Cozzens and Contractor (1992) shows that communication variables like information sharing and communication between group members lead to innovation in the organization. They found that communication variables have a strong effect on the organizational outcome which strengthens their arguments that the participative environment within the organization increases its productivity and also improves its performance and outcomes. Effective communication in the work setting of any organization promotes trust in the employees especially if they are getting involved in decision-making; or when they are empowered, this automatically increases their confidence level and definitely has a positive effect on the performance of the employees.

In another study, Dirks and Ferrin (2001), on the role of trust, their findings show that trust is an important element in the organizational settings as it positively relates to the attitudes, perceptions, behaviours and performance outcomes within the organizational settings. They found that trust is an essential building block in the functioning of an organization and directly relates to increased productivity, positive attitude of the employees, their good behaviors and more likely to the high level of cooperation between management and employees. A study by Trinka (2006), discovered that when managers in corporate ―Developing Others‖ and ―Communication‖ competencies with their staff, that there will be an increase in overall leadership effectiveness scores by 50-60 per cent by focusing on communication, he argues that employees are interested in learning communication skills to make a healthy and cooperative working environment. He proposes that a manager can play an important role in retaining employees and their performance. He

also found out that those managers who discuss and communicate the performance standards with their employees, get more effective results and outcomes.

Another study at BigCo Company of USA (Kleinbaum, 2008) found that those leaders who follow the bureaucratic model in the company, results in restricted interaction patterns where the social interaction between employees is very low which indeed leads to low sharing (Kleinbaum, Stuart & Tushman, 2008). They go ahead and argue that social interaction is the core of any business and there should be a good interaction between the leaders and the employees. They further illustrate that women are more efficient and active at communication which is the opposite at the College of Computing and Information Sciences (CoCIS). They found in their research that women working at BigCo were more likely to bridge the communication in the company. They explain that the coordination between top management and the subordinates was very low which was common in many organizations here in Uganda and especially at CoCIS where this research was carried out and 29 this seems divergent in the world of information and technology, as communication and coordination are the two most important ingredients in the working of any organization. In the previous studies conducted on organizational communication, some scholars suggest a visible relation between trust and communication.

In relation to this, Yamaguchi (2009) proposes that there exists a strong relation between organizational communication and trust. He predicts that bad news, such as failure of proposals or low performance, may result in developing a bad perception of employees about their bosses, whereas good communication between superiors and employees leads to good results in the organization. Furthermore, he explains that good communication can change the attitude of employees for the desired results.

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Therefore, communication decreases the uncertainty while effective communication enhances the trust and increases job satisfaction, employees' commitment and their loyalty towards work. He also found that effective communication breaks the wall of misunderstanding and conflicts in an organization. Gray and Larry (2005) suggest that a CEO (Chief Executive Officer) is the supreme head in the organization and he/she leads the employees and workers to achieve the goals. CEOs give directions and their behaviour sets the culture in the work setting on how to fulfil the objectives and achieve the vision and mission of an organization. They found that employees were most satisfied with those executives, most especially those who were good communicators. The way these executives communicate influences the employees' perceptions; therefore, they explain that communication is not only information sharing but also creates a sense of understanding. All organizations are nothing without their people and success of these organizations is not possible until there is a balance between employees and the tasks they are assigned to do. Employees therefore can only be able to get full results when they are clear about their assigned tasks and duties, and when there is a relation 30 of trust and appreciation. The strong relation between management and employees results in many positive aspects in the organization.

According to Goris, Vaught and Pettit (2000), job performance and job satisfaction can be achieved only when there is a balanced relationship between employees' needs for growth and job characteristics. They found that high level of downward communication in organizations make employees feel dependent on their bosses, unlike when there is too much upward communication that employees sometimes assume that their superiors do not know how to perform their tasks and duties. They further argue that having excess of everything is dangerous in the same way as having

excess of any communication direction in the organization because it creates trouble for workers. They further observe that if there is too much communication, employees start to compare themselves with their co-workers and this negatively affects their satisfaction and performance.

Dinsbach, Feij, and de Vries (2007) found that there is a positive and strong relation between communication, job satisfaction and organizational identification. They talk about the discrimination between employees where they found that those employees who were treated unequally led to negative outcomes; whereas those employees who were treated equally were more satisfied and committed to their organization. They examined a positive relation between communication and job attitudes and outcomes and their study demonstrated that communication is the best way to know about the attitudes of employees. They explain that communication among people is essential to all organizations because when there is good public relations, there is increase in productivity, job satisfaction, positive attitude of employees towards their organization and also organizational identification. According to Akintayo (2010: 2), organizational commitment is the degree to which employees feel devoted to their organization, while Ongori (2007) describes organizational commitment as an effective response to the whole organization and the degree of attachment or loyalty employees feel to the organization.

Zheng (2010) described organizational commitment as simply employees' attitude towards the organization, whereas Allen and Meyer (1990) defined commitment as the employees feeling of obligation to stay with the organization. All these scholars (Akintayo, 2010; Ongori, 2007; Zheng, 2010; Allen & Meyer, 1990) suggest three dimensions of organizational commitment as: affective commitment which measures

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an employee's emotional attachment to, identification with, and involvement in the organization; normative commitment which reflects pressures on an employee to remain with an organization resulting from organizational obligations; and continuance commitment that refers to commitment associated with the costs that employees perceive related to leaving the organization. Generally, organizational commitment is a broad term in the sense that employees' attitude encompasses various components as per the studies done by different scholars. Commitment seems to be a crucial factor in improving performance of employees in an organization and this can be achieved by individuals with high levels of commitment because employees with low levels of commitment will do only enough without putting their hearts into it (Irefin & Mechanic, 2014). This category of employees seem to be more concerned with personal success than with the success of the organization as a whole and they mostly look at themselves as outsiders and not as long-term members of the organization and any attractive job offer elsewhere is very likely to result in their departure.

The relationship between organizational commitment and employees' performance has been studied by various scholars. Khan et al (2010) studied the impact of organizational commitment on employee job performance and revealed a positive relationship between organizational commitment and employees' job performance. He also found that job performance emerged as a major determinant of employee commitment and advised managers to pay special attention to antecedents of organizational commitment so as to increase employee performance and subsequently increase organizational productivity. A study by Habib et al. (2010) on the interdependency of job satisfaction and job performance investigated the effect of employee commitment and attitude towards work on performance using survey data

collected from 310 employees of 15 advertising agencies of Islamabad (Pakistan) and found that employees having greater organizational commitment performed well and those with good attitude towards work were highly satisfied as compared to employees who were less motivated towards their work. On the same argument, Ali et al. (2010) found that there was a positive relationship between corporate social responsibility and organizational commitment as well as between organizational commitment and employee performance; and hence both scholars (Habib, et al, 2010 and Ali, et al 2010) concluded that organizations could improve their performance through employees' commitment by engaging in social activities since such activities also included the welfare of employees and their families.

There are other numerous factors that have been found to inspire organizational commitment, for instance, Ongori (2007) opines that the degree to which employees are committed to their organization depends largely on job enrichment, employee empowerment and compensation, while Camilleri (2002) investigated some of the major antecedents that contribute to employees' performance in an organization and found that educational level, personality and position determined33 an individual's level of commitment. His findings (Camilleri, 2002) further revealed that educational level and position are significantly stronger for the continuance and normative dimensions of commitment while personality is significantly stronger for the continuance and effective dimensions.

The study of organizational commitment and employee performance has attracted many scholars including Dex and Smith (2001) cited in Irefin and Mechanic (2014) who investigated the determinants of the extent of employees' normative or affective commitment to their employer and found that access to some family-friendly policies

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such as child care and working from home, improved employees' commitment and performance in the private sector but not in the public sector. Their findings showed that organizations with a caring attitude had an important factor of increased employee commitment which could be determined by the organizational culture, especially towards their family welfare, or the company which they work for and not by the attitude of their employer or supervisor towards them. In another study, Lo (2009) examined the relationship between leadership styles (focusing mainly on transformational and transactional leadership styles) and organizational commitment and found that transformational leaders are more able to bring in commitment in employees than transactional leaders and his findings indicated that transformational leaders have a more significant and stronger relationship with employee commitment, implying that leaders who give advice, support, and pay attention to the individual needs of their followers will enhance the level of commitment and performance to employees. Similarly, Avolio (2004) examined the linkage between transformational leadership and orgnizational commitment by focusing on psychological empowerment and structural distance and found that there is a positive association between transformational leadership and organizational commitment, revealing that psychological empowerment strengthened the relationship 34 between transformational leadership and organizational commitment, thus improving on the performance of employees.

In another study, Shastric et al. (2010) examined the relationship between charismatic leadership and organizational commitment and found that charismatic leadership and job satisfaction have a strong effect on employee performance, indicating that people tend to perform better if their leader displays charismatic behaviour which makes them more committed to their organization. Since it was found that leaders'

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sensitivity to members' needs is related to employee performance, managers need to be clear about the goals and values of the organization in order to align them with the needs of the employees. This will help to reduce the high turnover rates being experienced at the College of Computing and Information Sciences (CoCIS) at Makere and in today's industrial world at large. In some of the previous studies, for instance, Negin, Omid and Ahmad (2013) examined the impact of organizational commitment on employees' job performance and revealed that organizational commitment dimensions; affective, normative and continuance have positive and significant relationship with employees' job performance while Qaisar, Rehman and Suffyan (2012) also explored the effects of organizational commitment dimensions on employees' performance among Pakistan Police officers and indicated that organizational commitment dimensions jointly and independently predict employees' performance.

In addition, a study conducted by Chughtai and Zafar (2006) among university teachers of Pakistan concluded that organizational commitment dimensions have a positive and significant relationship with employee performance, whereas Suliman and Lles (2002) cited in Folorunso, Adewale and Abodunde (2014) explored the nature of organizational commitment and employees' job performance in three industrial units in Jordan and uncovered a positive relationship between 35 commitment (all the three dimensions) and job performance. However, Somers and Birnbanm, 1998) as cited in Memari, Mahdieh and Marnani (2013) studied the relationship of work-related commitment and input on employee job performance. However, their findings suggested that career commitment is positively related to job performance but no relationship existed between organizational commitment and job

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performance. Both affective and normative commitments were found unrelated to job performance.

In addition, Shore, Barksdale and Shore (1995), cited in Memari, Mahdieh and Marnani (2013) found that affective commitment and job performance are positively correlated, while normative and continuance commitment are not positively related to employees' job performance. Clarke (2006) also studied the commitment and employees' performance in UK-based healthcare units and found that commitment is likely to play a significant role specifically with performance outcomes. The researcher found that, statistically, both affective and normative forms of commitment have significant impact on employee performance. Affective commitment was positively related to employee performance. The finding that continuance commitment was negatively related to employee performance suggests that the relationship between commitment and performance within organizations is certainly not straightforward. A study by Dixit and Bhati (2012) found that the Employees Commitment (Affective, Normative, Continuance) were significantly associated with sustained productivity in an Auto component industry. They reported that there were positive relationships between the three commitments (affective, continuance and normative commitment) and sustained productivity of the organization.

2.11 Challenges in Recruitment and Selection

According to Kaplan and Norton, (2004) a common problem in recruitment and selection is poor HR planning. Rigorous HR planning translates business strategies into specific HRM policies and practices. This is particularly so with recruitment and selection policies and practices. The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs

at the right time at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labor market are important in recruiting and deploying appropriate employees at the right time. Past research shows that the competency level of HR managers has a major influence on recruitment and selection and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of the applicants.

Moreover, effective recruitment and selection is possible only if there is a dedicated and competent HR team, Kaplan and Norton (2004). In the strategy implementation phase, the extent of recruitment and selection strategic integration can be gauged through four distinctive indicators. These indicators are: the timely supply of an adequately qualified workforce, effective job analysis and descriptions, effective selection, and the involvement of line managers in the recruitment and selection practices. A key source of uncertainty in the business strategy implementation is whether there is a timely supply of adequate qualified people, and to a great extent this uncertainty involves the quality of employees. For instance, a firm might decide to leverage a different human capital pool in terms of skills and education level than its rival films as a competitive strategy even within the same industry to develop specific capabilities or to develop a HR process advantage. An organization can successfully eliminate this uncertainty if its recruitment and selection policies and practices are strategically integrated with business (Whitmell Associates, 2004).

Effectively conducting job analysis and targeting right potential candidates ensures a good match between applicants and the jobs. Argument has been given that under qualified employees may not able to effectively perform their job positions due to

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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 criterion is vital. The job description provides indications of the duties to be undertaken, and the job specification usually prescribes relevant personal qualities and attitudes as well as skills and knowledge required for the job, Johnston (1999). A range of methods, such as application forms, interviews, formal tests, references, assessment centers and official transcripts are used by firms in the selection process.

A firm needs to choose a method that is most appropriate to the job positions. HR experts generally drive the staffing process and the purpose of the staffing is to fulfil the requirements of business, and the skill levels presented by each new recruit is likely to be judged better if the line managers are involved in the recruitment and selection process.

Dess and Jason (2001) suggest that in business strategy implementation the involvement of line managers in the entire staffing process (i.e., drafting of job descriptions, setting selection criteria and being on the panel of recruitment) is vital for ensuring recruitment and selection to meet business needs. In other words, the line managers are the owner of the recruitment and selection process along with HR playing a facilitator role. Taking heredity and environment as bases for granting or denying access to an organization and job is now legally unacceptable. The argument presented by Blackford and Newcomb (2002), particularly in relation to skin, colour and its predictive properties, could be seen as a product of its time and place,

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However, it is important to note that the study is based on what was then seen as a sound scientific set of ideas and tests, which proved the premises underlying the suggested practice. Recruitment may be conducted internally through the promotion and transfer of existing personnel or through referrals, by current staff members, of friends and family members. Where internal recruitment is the chosen method of filling vacancies, job openings can be advertised by job posting, that is, a strategy of placing notices on manual and electronic bulletin boards, in company newsletters and through office memoranda.

Referrals are usually word-of-mouth advertisements that are a low-cost-per-hire way of recruiting. Internal recruitment does not always produce the number or quality of personnel needed; in such an instance, the organization needs to recruit from external sources, either by encouraging walk-in applicants; advertising vacancies in newspapers, magazines and journals, and the visual and/or audio media; using employment agencies to advertise on-line via the Internet; or through job fairs and the use of college recruitment.

2.12 Summary of Literature Review

Employee productivity is one of the greatest challenges most managements face due to the competition in the world market. Some organizational managements have acknowledged the importance of employees based on their contributions towards achieving organizational goals and objectives. Various measures have been put into consideration to avoid organizational collapse. The management cannot work without involvement of other organizational employees. Missions and visions are set to ensure that all employees work towards achieving similar goals. Employers acknowledge that their organizations will flourish if they can engage their employees, meaning that

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they will be motivated to give their very best to their employer (Foot & Hook, 2008). From the literature reviewed, therefore, the researcher identified major gaps from the studies that showed a few authors have had little studies in this area of recruitment and selection and employee productivity in public sectors although a few were conducted in industries, factories, and schools. The fact that there is scanty literature in this area especially regarding the relationship between recruitment and selection and employee productivity and particularly on how it impacted on the well-being of employees in a given organization shows a big gap in most of the studies reviewed.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter details the methods and procedures used to gather the data for the study. It explains the research paradigm, research approach, research design, the population, sample and sampling techniques, research instruments, pre-testing of instrument, validity and reliability of instruments, data collection procedures, data analysis procedures and ethical consideration.

3.2 Research paradigm

A research paradigm describes the assumptions and beliefs with regards to how the world is perceived, and becomes the theoretical framework that guides the conduct of the researcher (Ravitch & Riggan, 2017). The approach for every research is usually dependent on the objectives and philosophical position of the researcher. This study was underpinned by the positivist philosophical thought. According to Bryman (2004), a researcher can either hold a subjective (interpretivist) or objective (positivist) view of a phenomenon. The positivists view a phenomenon as externally determined without individual influence while the interpretivist regards a phenomenon as constructed and interpreted by individuals. Considering the purpose of the study, the researcher holds the positivist philosophical position. The positivist paradigm operates under the assumption that the researcher needs to be detached as much as possible in order to get an objective understanding of a problem and everything can be measured. Hence, instruments for data collection is the structured questionnaire. These assumptions agree with the researcher`s purpose and hence, the positivist paradigm underpins the study.

3.3 Research approach

The researcher adopted the quantitative research approach. This approach provided the most suitable means of carrying out this study, considering the researcher`s philosophical position. This approach quantifies behaviours, opinions, attitudes and other variables and makes generalizations from a larger population using scientific inquiry which relies on data that are observed or measured to examine questions about the sample population. It tends to establish the relationship between an independent and a dependent variable (Barbie, 2010). Quantitative research designs aid researchers in generating numerical data or information that can be transformed into utilizable statistics (Wyse, 2011). Quantitative approaches also focus on the provision of description about the phenomenon under study among a larger population which aids in the summary of characteristics of a phenomenon across a group or relationships (Rhodes, 2014).

3.4 Research design

The descriptive survey design was used for the research. This was deemed appropriate as the study sought to evaluate how effective recruitment and selection serve as a tool for achieving higher employee productivity in selected public organisations in the Effutu Municipality. Again, as discussed by Saunders, Lewis and Thornhill (2007), the survey strategy is perceived as authoritative by people in general and is both comparatively easy to explain and to understand. Data obtained through the survey with a questionnaire (when it is used as data collection instrument) are standardized, allowing for easy comparison.

3.5 Population of the study

DeVellis, (2016) defined research population as the group of people from which a sample can be drawn. Population is the total collection of elements about which we wish to make some inferences. When researchers decide on a phenomenon to measure, they consider whom and what to study. Who to study is often referred to as the population (Yakubu, 2015). The target population for this study was made of employees of Effutu Municipal Assembly.

3.6 Sample Size and Sampling Techniques

According to Rallis and Rossman (2014), a sample is a group selected from a population for observation in a study. Simple random sampling technique was used to select the 30 employees. With the use of the simple random sampling technique, ''YES'' or ''NO'' was written on piece of papers and folded and those who select "YES'' was selected.
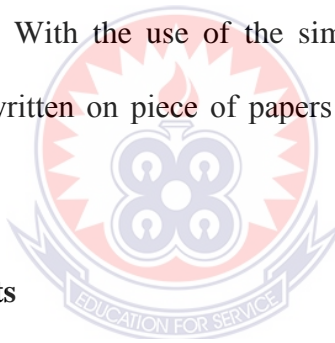
3.7 Research Instruments

Structured questionnaires were developed by the researcher for data collection.To gather primary data for the study, a questionnaire was developed based on review of the literature. The questionnaire consisted of closed ended questions. Close ended questions such as Likert or rating scale were used because they are suitable for large scale survey as they are quick for respondents to answer, they are easy to analyze using statistical techniques, and they enable comparison to be made across groups (Agyedu, Donkor, & Obeng, 2013). In general, structured questionnaire was used to gather the required information about how effective recruitment and selection can serve as a tool for achieving higher employee productivity in selected governmental institutions in Effutu Municipality

The questionnaire had four sections on it. Section A focused on biographic data of the respondents. Section B measured the how recruitment and selection is carried out in the selected governmental institutions in Effutu Municipality; Section C measured the impact of recruitment and selection on employees' productivity in the selected governmental institutions in Effutu Municipality while Section D measured ways of improving the productivity of employees' in the selected governmental institutions in Effutu Municipality. Each statement on the students outcome questionnaire is followed by a four-point Likert-type scale (Strongly Disagree = 1, Disagree = 2, Not sure = 3, Agree = 4, and Strongly Agree = 5).

In the view of Saunders, Lewis and Thornhill, (2012), questionnaires offer participants the advantage of answering questions with the assurance of anonymity for their responses. Questionnaires are used when researchers want to obtain information on a large number of issues and from large sample size. Consequently, questionnaires are usually employed in survey researches.
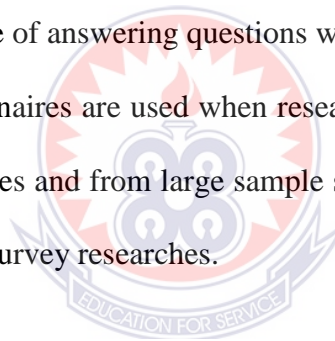
3.8. Pre-Testing of Instrument

A pre-testing was conducted at Gomoa East District Assembly to determine the reliability of the instrument. Gomoa East District Assembly was chosen because the characteristics were similar to Effutu Municipality. In addition, management and employees of the Assembly have similar qualification and experience as that of Effutu Municipality. The questionnaires were administered personally with the help of a colleague who works there to twenty (20) employees in the Assembly in order to enhance the return rate. The pre-test helped the researcher to remove ambiguities, and unnecessary items in the questionnaire. Pilot testing of the questionnaire also helped to unearth the reliability of the questions.

3.9 Validity and Reliability of Instruments

Validity according to Boateng (2014) refers to the "Degree to which an instrument accurately measures what it intended to measure" (p. 78). Validity refers to the extent to which the research instrument serves the use for which it is intended (Seidu, 2007). Face validity was done by giving the instruments to colleague students for peer review.

To ascertain the validity of the research, the researcher's supervisor read through the questionnaires to endure items were of standard, devoid of any ambiguity. In addition to this, a pilot study was made to pre-test the questionnaire. Content validity was used to assess the validity of the instrument by means of assessing the adequacy, appropriateness, inclusiveness and relevancy of the questions to the subject under study.

To ensure that the instrument is valid in terms of contents, it was scrutinized by the researcher's supervisor. Babbie (2010) views reliability as "The extent to which data are consistent, accurate and precise" (p. 213). It is also the extent to which a research instrument produces consistent results when administered under similar conditions. The reliability of the scales used in the study was measured using Cronbach's alpha. Kvale (2007) describes Cronbach's alpha as a measurement of how well a set of items measure a single one-dimensional talent construct. When data have a one-dimensional structure, Cronbach's alpha will usually be low. According to Kvale (2009), for consistency to be present, the alpha must be above 0.7, but not higher than 0.9. Therefore the reliability coefficient achieved in the work is 0.8 which makes it highly reliable.

3.10 Data Collection Procedures

In conducting a study, Creswell and Plano-Clark, (2007) advises researchers to seek and obtain permission from the authorities in charge of the site of the study because it involves a prolonged and extensive data collection. In line with this, an introductory letter from University of Education, Winneba to the Effutu Municipal Assembly as permission for data collection.

Structured questionnaires containing close ended questions were administered to the respondents within five working days, from Monday to Friday. This was done using each day for two institutions and within working hours, between 10am – 2:00pm. The researcher visited each institution and interacted with the management and staff of the institution, the researcher had a volunteer who helped to administer the questionnaire. After permission was sought from the management of the selected institutions, the researcher together with the volunteer administered the questionnaires to the respondents. At least one hour was given to them to respond, after which the questionnaires were collected when the researcher and the volunteer were informed about the completion of the questionnaire.

3.11 Data Analysis Procedures

The data collected for this study, were analyzed using percentage and frequency. Percentage and frequency tallies were used to analyze the characteristics of the population as they help to determine the relative standing of the respondents. The items in the questionnaire were presented in tables according to their idea coherence and based on the research question. The scores of each item was organized, statistically compiled and entered into Version 21 of Statistical Package of the Social Sciences (SPSS) to obtain the frequency, percentage and the mean value of each item.

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3.12 Ethical Considerations

Survey researchers can intrude into a respondent's privacy by asking about intimate actions and personal beliefs, but the respondent decides when and to whom to reveal personal information. Respondents are likely to provide such information when it is asked for in a comfortable context with mutual trust, when they believe serious answers are needed for legitimate research purposes, and when they believe answers will remain confidential. Researchers have a duty to treat all respondents with dignity and to reduce anxiety or discomfort. Researchers are also responsible for protecting the confidentiality of the data collected (Neuman, 2006). Hence, research ethics are said to be the system of moral values that are concerned with the degree to which the research procedures conform to legal, social and professional obligations of the study of the participants (Saunders et al., 2012). The ethical issues considered in this research are: informed consent; anonymity; confidentiality; data security; autonomy; and scientific integrity of the researcher (Saunders et al., 2012; Neuman, 2006)

3.12.1 Informed Consent

Informed consent involves voluntary participation by respondents in the research. Respondents will have to agree to answer questions on the questionnaire or the interview and can refuse to participate, or have the right to withdraw from the study at any time without being penalized. Researchers depend on respondents' voluntary cooperation, so researchers need to ask well-developed questions in a sensitive way, treat respondents with respect, and be very sensitive to their confidentiality. It is not enough to get permission from subjects, they also need to know what they are being asked to participate in so that they can make an informed decision (Neuman 2006). Permission to conduct the research was sought from the Effutu Municipal Assembly, the management of the participating institutions and the ethics committee of the

university endorsing the research. The name of the researcher and the reasons for undertaking the research was made known to the respondents during briefing. They were assured that their names will not appear on the final report and their responses would only be used for research purposes (Saunders et al., 2012; Neuman, 2006).

The researcher used the mechanism of a written letter attached to each questionnaire as the means of upholding the principle of informed consent. The researcher acknowledged the rights of the respondents not to participate in the study, and no respondent was coerced into completing the questionnaire.

3.12.2. Anonymity

Anonymity refers to the protection of the participant in a study, such that even the researcher cannot link the participant with the information provided (Babbie, 2010). The participants were informed that their identities would not be made known in the release or in the publication of the research. In this manner the anonymity and confidentiality of the participants were guaranteed.

3.12.3. Confidentiality

Confidentiality means that information, even if it has names attached to it, is held in confidence and kept secret from the public. The information is not released in a way that permits linking individuals to specific responses (Neuman, 2006). The respondents who were asked to participate in this research were given written assurance of confidentiality which was coupled with the anonymity principle. The questionnaire did not require the participants to write their names on the questionnaire.

3.12.4. Data Security

The researcher used the mechanism of de–identifying the data sets. The researcher allowed the respondents to use their own codes. Thus when responding, it may be assumed by the respondents that: (1) the researcher does not know their identity; and (2) that people other than the researcher will not be able to gain access to the information as it will be under lock and key.

3.12.5 Autonomy

The participants were treated as autonomous individuals who have the freedom to conduct their lives as they choose without any external control. They have the right to determine how they will participate in the data collection process. These rights include: not to answer any question; not to provide any dada requested for; to modify the nature of their consent; and to withdraw from participation at any time without penalty (Saunders et al., 2012; Babbie, 2010).

3.12.6 Scientific Integrity of the Researcher

Researchers will present results and findings from the field which, sometimes form the basis of policy development and decision of government. This research was, therefore, conducted with integrity and in accordance with high ethical standards by maintaining ethics and scientific conduct throughout the study and ensured that there was no any form of harm (Saunders et al., 2012; Babbie & Mouton, 2002).

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CHAPTER FOUR

RESULTS AND DISCUSSION

4.0 Introduction

This chapter discusses the results of the findings. The chapter is divided into two sections. Section 'A' deals with the background information of the respondents while Section B deals with the analysis of the research questions of the study.

Section A: Analysis of Bio-Data

4.1 Background Information of Respondents

This section of the study deals with questions to ascertain the background information of the respondents. Specifically, it asks questions on their gender, age, educational level, marital status and working experience.

Table 4.1: Demographic Data of Respondents in Relation to Gender

Gender	Frequency	Percentage
Male	18	60%
Female	12	40%
Total	**30**	**100%**

Source: Field work (2021)

Table 4.1 shows the demographic data of gender of the respondents for the study. From the data, eighteen (18), representing 60% are males while twelve (12), representing 40 % are females. This indicates that there was a male dominancy ratio to female who participated in the study.

Table 4.2: Demographic Data of Respondents in Relation to Age

Range of Ages	No. of Respondents	Percentage (%)
Less than 30 years	3	10
30 – 39 years	10	33.3
40– 49 years	12	40
50 years and above	5	16.7
Total	**30**	**100**

Source: Field work (2021)

Table 4.2 shows the ages of respondents for the study. Three (3), representing 10% were less than 30 years; ten (10), representing 33.3% are between the ages 30 and 39years. Twelve (12), representing 40% are between the ages 40 and 49years, and five (5), representing 16.7% were 50 years and above.

Piguerra (2005) recommended in his study that age must be considered in designating people for administrative positions in an organisation. His study showed that age was related to the management capabilities of administrators.

Table 4.3: Marital Status of Respondents

Material status	No. of Respondents	Percentage (%)
Single	3	10
Married	15	50
Divorced	9	30
Widow	3	10
Widower	0	0
Total	**30**	**100**

Source: Field work (2021)

Table 4.3 above shows the marital status of the respondents for the study. Three (3), representing 10% are single; fifteen (15), representing 50% are married while nine

(9), representing 30% were divorced. Three (3,) representing 10% are widows and none is a widower. This indicates that majority of the respondents are married.

Kong (2005) discovered that single and married persons, had higher scores than those separated and divorced in the dimensions of job engagement, especially in the dimension of vigor and dedication. According to Zhang and Fang (2015) psychological problems such as separation and divorce, affect workers' dedication to duty.

Table 4.4: Educational Qualification of Respondents

Educational Qualification	No. of Respondents	Percentage (%)
SHS	-	-
Diploma	5	16.67
First Degree	18	60
Master	6	20
PHD	1	3.3
Total	**30**	**100**

Source: Field work (2021)

Table 4.4 above presents the educational status of the respondents for this study. It was observed that, eighteen (18), representing 60% had First Degree. Five (5), representing 16.67% had Higher National Diploma. One (1), representing 3.3% had Ph.D. The data obviously indicates that majority of the respondents have First Degrees. Many research findings have established that employees' qualification is positively correlated with competence and work output. Abe and Adu (2013) found that employees' qualification contributed to the improvement in their knowledge and skills.

Table 4.5: Demographic Data of Respondents in working experience

Working Experience	No. of Respondents	Percentage (%)
1-5 years	6	20
6 – 10 years	10	33.3
11– 15 years	8	26.67
16– 20 years	5	16.67
21 years and above	1	3.3
Total	**30**	**100**

Source: Field work (2021)

Table 4.5 shows the working experience of respondents for the study. Six (6), representing 20% have worked between 1-5 years; ten (10), representing 33.3% have worked between 6-10 years; Eight (8), representing 26.67% have worked between 11-15 years; and five (5), representing 16.7% have worked between 16-20years while one (1), representing 3.3% has worked 21years and above. The results indicate that majority of the respondents, thus twenty-four (24), representing 80% have worked between 6-21years and above. Research findings have also established that working experience is positively correlated with productivity. Akinsolu (2015) advocated that experienced workers need to be retained in organizations if higher productivity is to be obtained because organisations achieve more from these employees.

4.2 Section B: Analysis of Research Questions.

This section deals with analysis of research questions

4.2.1 How recruitment and selection is carried out in the selected public organisations in Effutu Municipality.

This question had the primary intent of identifying how recruitment and selection is carried out in the selected public organisations in Effutu Municipality. The results are presented in Table 4.6 below.

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Table 4.6: How recruitment and selection is carried out in the selected public organizations in Effutu Municipality.

Statements	SD F(%)	D F(%)	N F(%)	A F(%)	SA F(%)
1. Recruitment and selection is based on	1(3.3)	1(3.3)	2(6.7)	14(46.7)	12(40)
2 The methods of recruiting will depend upon the source of recruitment the organization intends to utilize	3(10.0)	1(3.3)	2(6.7)	20(66.7)	4(13.3)
3 There is announcement or advertisement to applicant and unions that there are vacancies and that new hands will be	2(6.7)	5(16.7)	1(3.3)	12(40.0)	10(33.3)
4. It still becomes necessary to bring in new talents into the organization through external recruitment and	1(3.3)	2(6.7)	0(0.0)	18(60.0)	9(30.0)
5. Recruitment and selection is politically	4(13.3)	3(10.0)	1(3.3)	15(50.0)	7(22.3)

Key: SD=Strongly Disagree; D=Disagree; N=Not Sure A=Agree; SA=Strongly Agree
F= Frequency; P= Percentage
Source: Field work data (2021)

Table 4.6 shows the respondents' views on how recruitment and selection is carried out in the selected public organisations in Effutu Municipality. In the first place, the

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respondents were asked if recruitment and selection is based on merit. With this, 1 of the respondents representing 3.3% strongly disagreed, another 1(3.3%) disagreed, 2(6.7%) were not sure, 14(46.7%) agreed while 12(40%) strongly agreed. The result implies that averagely, the respondents agreed. The finding corroborates The basic purpose of recruitments and selection is to create a talent pool of candidates to enable the selection of best candidates for the organization, by attracting more and more employees to apply in the organization as well as to choose the right candidate to fill the various positions in the organization which process must be based on merit or technical knowhow. The recruitment and selection is the major function of the human resource department and recruitment process is the first step towards creating the competitive strength and the recruitment strategic advantage for the organizations

The researcher wanted to find out from the respondents if the methods of recruiting will depend upon the source of recruitment the organization intends to utilize and 3 of the respondents representing 10% strongly disagreed, 1(3.3%) disagreed, 2(6.7%) were not sure, 20(66.7%) agreed while 4(13.3%) strongly agreed. This result implies that averagely, the respondents agreed. The finding agrees with Djabatey (2012) who found that where an organization decides on a policy of recruitment from within, then the methods of recruitment will include job posting on public boards in order to inform all employees and so allow open competition; the secret review of the records of employees and giving the jobs to chosen employees; and finally, announcement to employees and unions that there are vacancies and that new hands will be welcome. Employees and unions are then in a position to inform friends, relations and colleagues. These methods of recruitment will work well for filling low-paid positions in the organization.

It is often argued that a policy of internal recruitment is superior to a policy which looks outside the boundaries of the organization because it allows individual development. Employees, it is said, have a right to advance in their jobs and therefore should be given first consideration when job occur.

Again, the researcher wanted to find out from the respondents if there is announcement or advertisement to applicant and unions that there are vacancies and that new hands will be welcome and 2 of the respondents representing 6.7% strongly disagreed, 5(16.7%) disagreed, 1(3.3%) was not sure, 12(40.0%) agreed while 10(33.3%) strongly agreed. This implies that on the averagely, the respondents agreed.

The recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies. Successful recruitment begins with proper employment planning and forecasting. In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on an analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expanded to attract and retain such talent. Also related to the success of a recruitment process are the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources.

 Moreover, the researcher wanted to find out from the respondents if it still becomes necessary to bring in new talents into the organization through external recruitment and not just maintaining old employees and 1 of the respondents representing 3.3% strongly disagreed, 2(6.7%) disagreed, none was not sure, 18(60.0%) agreed whiles 9(30.0%) strongly agreed. This implies that averagely, the respondents strongly

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agreed. The finding agrees with Coffie (2012) who asserted that. It has been argued that, no matter how much a company may design its manpower requirements to take account of internal skill developments, it still becomes necessary to bring in new talents into the organization through external recruitment.

Lastly, the researcher wanted to find out from the respondents if recruitment and selection is politically influenced and 4 of the respondents representing 13.3% strongly disagreed, 3(10.0%) disagreed, 1(3.3%) was not sure, 15(50.0%) agreed while 7(22.3%) strongly agreed. The result implies that respondents agreed.

4.2.2 The impact of recruitment and selection on employees' productivity in the selected public organisations in Effutu Municipality.

The second research question aimed at identifying the impact of recruitment and selection on employees' productivity in the selected public organisations in Effutu Municipality. The results are presented in Table 4.7 below.
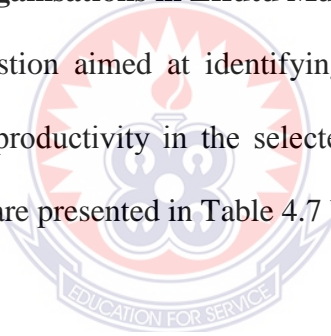
Table 4.7: The impact of recruitment and selection on employees' productivity in the selected public organisations in Effutu Municipality

Statements	SD F(%)	D F(%)	N F(%)	A F(%)	SA F(%)
1. Effective recruitment and selection of employees have a significant impact on	2(6.7)	3(10.0)	0(0.0)	13(43.3)	12(40.0)
2. Having the right staff can improve and sustain organizational performance	1(3.3)	2(6.7)	1(3.3)	10(33.3)	16(53.3)
3 The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied	2(6.7)	3(10.0)	1(3.3)	12(40.0)	12(40.0)
4. Effective recruitment and selection play a reduces staff turnover(staff turnover is the rate at which employees leave or resign from the an organization to join	1(3.3)	2(6.7)	0(0.0)	18(60.0)	11(36.7)
5. Effective recruitment and selection engender a mutually beneficial employment relationship	3(10.0)	3(10.0)	0(0.0)	11(36.7)	13(43.3)

Key: SD=Strongly Disagree; D=Disagree; N=Not Sure A=Agree; SA=Strongly Agree
F= Frequency; P= Percentage
Source: Field work data (2021).

Table 4.7 shows the respondents' views on the impact of recruitment and selection on employees' productivity in the selected public organisations in Effutu Municipality. In the first place, the respondents were asked if effective recruitment and selection of employees have a significant impact on organizational performance. Two of the respondents representing 6.7% strongly disagreed, another 3(10.0%) disagreed,

13(43.3%) agreed while 12(40%) strongly agreed. The result implies that averagely the respondents agreed.

The researcher wanted to find out from the respondents if having the right staff can improve and sustain organizational performance and 1 of the respondents representing 3.3% strongly disagreed, 2(6.7%) disagreed, 1(3.3%) was not sure, 12(40.0%) agreed while 12(40.0%) strongly agreed. This result implies that averagely, the respondents agreed.

Again, the researcher wanted to find out from the respondents if the more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees and 2 of the respondents representing 6.7% strongly disagreed, 3(10.0c%) disagreed, 1(3.3%) was not sure, 12(40.0%) agreed while 10(33.3%) strongly agreed. This implies that averagely, the respondents agreed.

Moreover, the researcher wanted to find out the respondents if effective recruitment and selection play a reduces staff turnover (staff turnover is the rate at which employees leave or resign from the an organization to join other organizations) representing 3.3% strongly disagreed, 2(6.7%) disagreed, none was not sure, 18(60.0%) agreed while 11(36.7%) strongly agreed. The mean score of 4.19 fell in the category of strongly agreed. This implies that averagely, the respondents strongly agreed.

Lastly, the researcher wanted to find out from the respondents if effective recruitment and selection engender a mutually beneficial employment relationship and 3 of the respondents representing 10.0% strongly disagreed, 3(10.0%) disagreed,

0(0.0%) was not sure, 11(36.7%) agreed while 13(43.3%) strongly agreed. The result implies that respondents agreed with that statement.

Effective recruitment and selection is central and crucial to the successful functioning of the organization as it depends on finding people with the necessary skills, expertise and qualifications to deliver the organization's strategic objectives and the ability to make a positive contribution to the values and aims of the organization (Sisson, 1994). 0n the other hand, better recruitment and 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. Hence, investing in the development of a comprehensive and valid selection system is money well spent (Hall & Torrington, 2009).

4.2.3 **Ways of improving the productivity of employees in the selected public organisations in Effutu Municipality.**

The third research objective was intended to identify ways of improving the productivity of employees in the selected public organisations in Effutu Municipality. The results are presented in Table 8.

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Table 4.8: Ways of improving the productivity of employees in the selected
public organisations in Effutu Municipality

Statements	SD F(%)	D F(%)	N F(%)	A F(%)	SA F(%)
1. Motivating employees	1(3.3)	1(3.3)	2(6.7)	14(46.7)	12(40)
2. Increasing financial incentives than non-financial incentives	3(10.0)	1(3.3)	2(6.7)	20(66.7)	4(13.3)
3. Regular in-servicing training	2(6.7)	5(16.7)	1(3.3)	12(40.0)	10(33.3)
4.Effective performance appraisal	1(3.3)	1(3.3)	2(6.7)	14(46.7)	12(40.0)
5. Creating of conducive working environment					

Key: SD=Strongly Disagree; D=Disagree; N=Not Sure A=Agree; SA=Strongly Agree
F= Frequency; P= Percentage
Source: Field work data (2021)

Table 4.8 shows the respondents' views on ways of improving the productivity of employees in the selected public organisations in Effutu Municipality. In the first place, the respondents were asked if Motivating employees would improve the productivity of employees. With this statement, 1 of the respondents representing 3.3% strongly disagreed, another 1(3.3%) disagreed, 2(6.7%) were not sure, 14(46.7%) agreed while 12(40%) strongly agreed. The result implies that averagely the respondents agreed with that statement. The finding gives credence to Awadh and Saad (2013) who asserted that the primary task of the manager to create and maintain an environment in which employees can work efficiently and realize the objectives of the organization.

Employees differ not only in their ability to work but also in their will to do so (motivation). To motivate is to induce, persuade, stimulate, even compel, an

employees' to act in a manner which fulfilled the objectives of an organization. The motivation of employees depends on the strength of their motives. Motives are need, wants, desire, or impulses within the individual and these determine human behaviour. Therefore, motivation is the process of arousing behaviour, sustaining behaviour progress, and channeling behaviour into a specific curse of action. Thus, motives (needs, desire) induce employees to act. Motivation therefore is the inner state that energies people, channels and sustains human behaviour.

The researcher wanted to ascertain from the respondents if Increasing financial incentives than non-financial incentives would improve the productivity of employees, 3 of the respondents representing 10% strongly disagreed, 1(3.3%) disagreed, 2(6.7%) were not sure, 20(66.7%) agreed while 4(13.3%) strongly agreed. This result implies that averagely, the respondents agreed with that statement.

Chukwuma and Obiefuna (2014) investigated effect of motivation on employee productivity of manufacturing companies in Nnewi. They found that employees prefer financial incentives than non-financial incentives. The study recommended that increase in salary via promotion; overtime allowance and holiday with pay should be used as motivational tools.

Again, the researcher wanted to find out from the respondents if regular in-servicing training would improve the productivity of employees, Two of the respondents representing 6.7% strongly disagreed, 5(16.7%) disagreed, 1(3.3%) was not sure, 12(40.0%) agreed while 10(33.3%) strongly agreed. This implies that averagely, the respondents agreed with that statement. These findings resonate with what was reported by Varsha and Bhati (2012) that employees' commitment is significantly

related to sustained productivity. The study also established that teamwork, training and skills development had a significant effect on employee productivity.

Employee training is necessary in skills development which is an important ingredient in maximizing productivity. Training and career development will help develop the skills of an employee thus making them better in what they do and therefore improving their productivity. This is in line with the findings of Ollukkaran and Gunaseelan (2012), which proved that training and development is helpful in increasing employees' performance.

Moreover, the respondents were asked if the effective performance appraisal would improve the productivity of employees. With this statement, 1 of the respondents representing 3.3% strongly disagreed, another 1(3.3%) disagreed, 2(6.7%) were not sure, 14(46.7%) agreed while 12(40%) strongly disagreed. The result implies that on the whole the respondents agreed with that statement. The study also established that performance appraisal helped employees in their endeavour to enhance productivity. This finding concurs with Rudman (2003), who noted that performance appraisal is a critical factor in an organization in enhancing the performance of the employee.

Lastly, the researcher wanted to find out   from the respondents if creating of conducive working environment would improve the productivity of employees, and 4 of the respondents representing 13.3% strongly disagreed, 3(10.0%) disagreed, 1(3.3%) was not sure, 15(50.0%) agreed while 7(22.3%) strongly agreed. The result implies that respondents agreed with that statement. The result concurs with Ajala (2012), who argued that conducive working environment helps in improving productivity. A large number of scholars have studied the impact of working environment on productivity of employees as Gonzalez (1999) defines importance of

working environment as it is an important determiner of employee performance and helps employees to concentrate on their job properly. In describing relation between HRD climate and performance Mohanty, Susmitaparija and Ghansyamsahu (2012) found that a positive relation exists between HRD climate and employee performance and any change in working climate impacts on performance. Similarly working environment also impacts on job satisfaction as studied by Bakotic and Babic (2013) that employees prefer to work in working environment that is less risky.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarises the findings, provides a conclusion and goes further to make recommendations based on the findings of the study.

5.2 Summary of Findings

The findings of the study are summarized according to the set objectives which were presented in three sections based on the objectives of the study.

5.2.1 How recruitment and selection is carried out in the selected public organisations in Effutu Municipality.

The findings revealed that the recruitment and selection is based on merit, the methods of recruiting depend upon the source of recruitment the organization intends to utilize. Vacant positions are advertised to job seekers to apply. Recruitment and selection in the study area, is politically influenced.

5.2.2 The impact of recruitment and selection on employees' productivity in the selected public organisations in Effutu Municipality.

The study further revealed that effective recruitment and selection of employees has a significant impact on organizational performance. Having the right staff can improve and sustain organizational performance. The more effectively organizations recruit and select candidates, the more likely it is to hire and retain satisfied employees. Effective recruitment and selection decreases staff turnover (staff turnover is the rate at which employees leave or resign from the organization to join other organizations). Effective recruitment and selection lead to a mutually beneficial employment relationship.

5.2.4 Ways of improving the productivity of employees in the selected public organisations in Effutu Municipality

Finally, on ways of improving the productivity of employees in the selected public organisations in Effutu Municipality, the study revealed that employees should be motivated; increasing financial incentives rather than non-financial incentives; regular in-servicing training; effective performance appraisal and creating a conducive working environment.

5.3 Conclusions

The study concludes that effective recruitment and selection serve as a tool for achieving higher employee productivity in the Effutu Municipality. Effective recruitment and selection impact on employees' productivity. Employees of Effutu Municipal Assembly are aware of how their job performance affects the achievement of the goals of Effutu Municipal Assembly. The recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies. Successful recruitment begins with proper employment planning and forecasting. Organizations seeking recruits for base-level entry positions often require minimum qualifications and experiences. At the middle levels, senior administrative, technical and junior executive positions are often filled internally. The push for scarce, high-quality talent, often recruited from external sources, has usually been at the senior executive levels. Most organizations utilize both mechanisms to effect recruitment to all levels.

5.4 Recommendations

In view of the above conclusions, the following recommendations are made.

1. There is the need for government to develop a comprehensive policy on recruitment and selection so as to reduce the incidence of people paying to get government jobs.

2. There should be empowerment of the youth to easily access not just financial support, but also, entrepreneurial skills that gives an effective and enduring strategy for solving the unemployment problems. This will help avoid over dependence on the public sector jobs.

3. Management of Effutu Municipal Assembly should create a conducive working environment to motivate employees of the Assembly

4. The norms and values of Effutu Municipal Assembly should be based upon different cultures' influence on work force management because, in an organization, a strong culture enables effective and efficient management of the work force employees.

5. Management of Effutu Municipal Assembly should organize regular in-servicing training for its staff in order to upgrade their knowledge and skills to increase the organisation's performance.

5.5 Suggestion for Further Studies

During the conduct of the research, some areas for further studies emanated, which are hereby suggested for future study:

1. A study can be conducted on challenges organisations encounter during recruitment and selection;

2. A study can be conducted on how government can create employment opportunities for the increasing unemployed youth; and

3. Finally, a study can be conducted into how organisations can give special incentive packages to employees to increase productivity

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APPENDIX A

QUESTIONNAIRE FOR EMPLOYEES

UNIVERSITY OF EDUCATION, WINNEBA

Topic: Effective recruitment and selection as a tool for achieving higher employee productivity in selected governmental institutions in Effutu Municipality

Dear employee,

You are please being invited to participate in the survey "effective recruitment and selection as a tool for achieving higher employee productivity in selected governmental institutions in Effutu Municipality"

Your participation in this study is completely voluntary. There are no foreseeable risks associated with this project. Your survey responses will be strictly confidential and data from this research will be reported only in the aggregate. Please take the time to read attentively each item on the questionnaire or statement and give the response best reflecting what you currently think.

To respond to items on the questionnaire, please place the mark (√) in the circle that best reflect your opinion or situation.

Sincerely,

Quansah Yakubu

SECTION A: Demographics of Respondents

1. Gender: (a)   Male [ ]   (b) Female [ ]

2. Age: (a) Less than 30 years [ ] (b) 30-39 years [ ] (c) 40-49 years [ ] (d) 50

& above [ ]

3. Marital status (a) Single [ ] (b) Married [ ] (c) Divorced [ ]   (d) Separated [ ] (e)

Widowed [ ]

4. Educational Qualification (a) SHS [ ] (b) Diploma [ ] (c) First Degree   (d) Masters

[ ]   (e) PHD [ ]   (f) others……..

5. Working Experience   (a) 1- 5years [ ] (b) 6 – 10 years. [ ] (c). 11 – 15 years [ ]

(d) 16-20yrs [ ]   (e) 21years and above [ ]

SECTION B: How recruitment and selection is carried out in the selected public organisations in Effutu Municipality.

In your opinion, what are the views of how recruitment and selection is carried out in the selected public organisations in Effutu Municipality.

Please indicate the extent to which you **agree** or **disagree** with the following statements. Kindly tick **[√]** the most appropriate

Statements	SA	Agree	Not Sure	D	SD
1. Recruitment and selection is based on merit.					
2. The methods of recruiting will depend upon the source of recruitment the organization intends to utilize					
3. There is announcement or advertisement to applicant and unions that there are vacancies and that new hands will be welcome					
4. It still becomes necessary to bring in new talents into the organization through external recruitment and not just maintaining old employess					
5. Recruitment and selection is politically influenced					

SECTION C: The impact of recruitment and selection on employees'
productivity in the selected public organisations in Effutu Municipality

In your opinion, what are the impactS of recruitment and selection on employees'
productivity in the selected public organisations in Effutu Municipality

Please indicate the extent to which you agree or disagree with following statements.

Kindly tick **[√]** the most appropriate.

Statements	SA	A	Not Sure	D	SD
1. Effective recruitment and selection of employees have a significant impact on organizational performance					
2. Having the right staff can improve and sustain organizational performance					
3. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees					
4. Effective recruitment and selection play a reduces staff turnover(staff turnover is the rate at which employees leave or resign from the an organization to join other organizations)					
5. Effective recruitment and selection engender a mutually beneficial employment relationship.					

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SECTION D: Ways of improving the productivity of employees in the selected

public organisations in Effutu Municipality

In your opinion, what are the ways of improving the productivity of employees in the
selected public organisations in Effutu Municipality

Please indicate the extent to which you agree or disagree with the following
statements. Kindly tick **[√]** the most appropriate.

Statements	SA	A	Not Sure	D	SD
1. Motivating employees					
2. Increasing financial incentives than non-financial incentives					
3. Regular in-servicing training					
4. Effective performance appraisal					
5. Creating of conducive working environment					

THANK YOU

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