UNIVERSITY OF EDUCATION, WINNEBA

EVALUATING THE RELATIONSHIP BETWEEN RECRUITMENT AND SELECTION PROCESS ON WORK-PERFORMANCE IN THE PUBLIC SECTOR OF GHANA: EVIDENCE FROM GHANA REVENUE AUTHORITY, GREATER ACCRA REGION

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AUTHORITY, GREATER ACCRA REGION

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DECLARATION

I, PRISCILLA ADJOA KONDUAH, declare that this thesis, with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole, for another degree elsewhere.

SIGNATURE: ……………………………………………

DATE: …………………………………………………..

SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with guidelines for supervision of thesis as laid down by the University of Education, Winneba.

NAME OF SUPERVISOR: REV. DR. JOHN POKU

SIGNATURE: ………………………………………………………….

DATE: ………………………………………………………………….

ACKNOWLEDGEMENTS

DEDICATION

This research is dedicated to my Parents- Mr. Stephen Ewuku Konduah and Mrs.

Elizabeth Konduah and to all my siblings; Grace, Lydia and Stephen Konduah.

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ABSTRACT

The purpose of this study was to evaluate the relationship between recruitment and selection process on level of work performance at Ghana Revenue Authority (GRA). There was the need to conduct this study because not much empirically documented works on effectiveness of recruitment and selection process have been done. The researcher considered 120 staff as sample from the three divisions in Ghana Revenue Authority. The sampling design adopted for the study was constant stratified random sample. The researcher used questionnaire for the data collection. The study confirmed that employees at GRA had good perception about recruitment and selection process. It was evident that GRA makes use of both internal and external sources of recruitment and selection. Again, it was confirmed that recruitment process strongly influences the effectiveness of the selection process at GRA. However, it was clear that recruitment and selection processes partially influence the level of work performance at GRA. Among the recommendations made was that the human resource department should have a clear cut human resource policy on how people should join GRA

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Since World War II and the growth of modern management science, solid business planning has become the key differentiator enabling competitive success (Armstrong, 2006). It seems unnecessary to point out that planning for a business's most critical resource is essential. As we move through the 21st century where a globalized workforce is the basis of competition we find that the principles of human resource planning and development are of prime importance. The success of a business or an organization is directly linked to the performance of those who work for that business (DeVaro & Morita, 2013). Underachievement can be a result of workplace failures. Because hiring the wrong people or failing to anticipate fluctuations in hiring needs can be costly, it is important that conscious efforts are put into human resource planning (Biles, George, Holmberg & Stevan, 1980). People are individuals who bring their own perspectives, values and attributes to organizational life, and when managed effectively, these human traits can bring considerable benefits to organizations. One of the most significant developments in the field of organization in recent times is the increasing importance given to human resource. More and more attention is being paid to motivational aspects of human personality, particularly the need for self-esteem, group belonging, and self-actualization. This new awakening of humanism and humanization all over the world has in fact enlarged the scope of applying principles of human resource management in organizations. The development of people, their competencies, and the process development of the total organization are the main concerns of human resource management (Mullins, 1999).

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Recruitment and selection is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications (Walker, 2009). That is, recruitment is the process of identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment. Selection then begins when the right caliber of candidates is identified. Selection is therefore the process through which organizations make decisions about who will or will not be allowed to join the organization. The selection process varies from organization to organization, job to job, and country to country. Some of the processes 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). Following the initial selection of incumbents, they are likely to be chosen again to develop their further interest in the organization and later to encourage them to apply for other jobs. Using appropriate techniques, the suitable candidates are therefore, able to be recruited and selected during their career development. It has been argued that in order for the firm to build and sustain the competitive advantage, proper staffing is critical. Recruitment and selection is a major Human Resource Management (HRM) function as it encompasses all organizational practices and decisions. Recent technological advances, globalization, social trends and changes within organizations have brought new challenges for recruitment and selection (Djabatey, 2012).

According to Dessler (2003), there has been a significant amount of research examining what skills and qualities employers value most in job applicants. Qualifications, work experience and communication or interpersonal skills are the

most frequently identified qualities. Work experience and qualifications are measures of competence in relation to an applicant's technical skills, whereas the concept of communication skills appears to be a generic term incorporating many different specific skills. Indeed, communication in the workplace encompasses team skills; leadership skills; an ability to negotiate with or persuade others; problem solving skills; organizational skills; crisis management skills; and presentation skills. Other communication competencies include cultural adaptation, social competence and language proficiency. An applicant's success with job seeking is related to their ability to describe their experiences, skills and knowledge through a range of media. Thus, effective communication is an essential competency required by all job applicants. To manage a diverse workforce effectively, an organization must hire and promote the most capable candidate for a job, while being mindful of the necessity to build a workforce that is representative of the greater business community. This may be achieved through using more appropriate and inclusive recruitment and selection strategies. Despite a recent increase in published literature discussing recruitment and selection practices, there has been little change in the type of methods used to recruit and select employees (Kelly, 2006). 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.

In Ghana and other parts of the world, recruitment and selection processes are practised to some extent even though job placements in both public and private

organizations are more or less affiliated to networking and political inclinations. It is vital that organizations select people with the quality essential for continued success in this competitive global village of today. The only means of achieving this success is through proper recruitment and selection process. Recruitment and selection process is vitally important to any organization desirous of attracting and appointing competent personnel. Getting the right people in the right place at the time doing the right job is an essential element of recruitment and selection process in organizations. In order for the process to meet desired goals, it must be valid and measurable, with minimum adverse impact. The challenge for many researchers have been to demonstrate how scientifically derived recruitment and selection process add value to organization's performance. Recruiting and selecting staff is expensive both in terms of time and money. It is therefore important that the process is carried out smoothly and efficiently to result in the appointment of a competent person who fits the job. Organizations exist not because of their desire to be benevolent but to also make profit. Though their initial concern may be that of image building and winning the goodwill of the public, but the ultimate goal is the achievement of the organizational goals. This means that there is the need to plan strategically to cater for the short, medium and long term growth of the organization.

1.2 Statement of the Problem

Nowadays, the recruitment and selection policies of companies are more often than not highly negligible, though these policies form an important aspect in research areas that provide valuable insights into how the labour market functions and the social reproduction of organizations (Windolf, 1986). Studies of the issues associated with recruitment and selection especially in the developing countries are rarely found in the

literature. The researcher believes that not much empirically documented works on effectiveness of recruitment and selection process have been done. The existing studies in this regard have taken a more general human resource planning focus thereby creating a gap on issues such as effectiveness of recruitment and selection on work performance (DeVaro & Morita, 2013; Barma & Gupta, 2015; Claus, Giardini & Kabst, 2015; Sharmin, 2014). This gap in literature has to be filled in order to create awareness for both public and private sectors to understand the effectiveness of recruitment and selection processes on work performance. In the light of the above, the researcher believes that the success of organizations in this modern business environment depends on the calibre of the manpower that steers the day to day affairs of the organizations. The researcher again believes that the process of recruiting and selecting all categories of employees into both private and public companies has been a matter of concern to many and needs attention (Barma & Gupta, 2015). It is for this reason that the present study was undertaken to minimize this gap in the literature and evaluate the effectiveness of recruitment and selection processes on work performance at Ghana Revenue Authority (GRA), Greater Accra Region.

1.3 Aims/Objectives of the Study

The main objective of this thesis was to evaluate the relationship between recruitment and selection process on work performance within Ghana Revenue Authority. Specifically, the sub-objectives of the study are:

1. To ascertain staff perception about recruitment and selection process at GRA.

2. To establish the relationship between recruitment and selection process at GRA.

3. To assess the level of work-performance of the recruits at Ghana Revenue Authority.

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4. To evaluate how recruitment and selection process influence the level of work-performance of recruits at Ghana Revenue Authority.

1.4 Research Questions

The following research questions are put forward to serve as a guide to the study:

1. How does the staff of GRA perceive the recruitment and selection process in their organisation?

2. What is the relationship between recruitment and selection process at GRA?

3. What is the level of work-performance of the recruits at Ghana Revenue Authority?

4. How do recruitment and selection process influence the level of work-performance of recruits at Ghana Revenue Authority?

1.5 Significance of the Study

The study is significant in the following ways. First a study of this nature will help Ghana Revenue Authority and other Government institutions adopt measures in the context of human resource planning and development in relation to recruitment and selection. Second, the study is very significant because it will add to the existing literature or to the stock of books and works already written on recruitment and selection. Third, it will also be beneficial to the academic community and decision makers who deal directly with the revenue sector and to make meaningful proposals and suggestions to improve recruitment and selection processes at the public sector in Ghana. Finally, this study will help to improve the Recruitment and Selection process at Ghana Revenue Authority.

1.6 Scope/Limitations of the Study

In order to closely evaluate recruitment and selection process that exist at work places, work performance of recruits and the relationship between recruitment and selection process on the level of work-performance of recruits, this thesis will focus and be limited to the employees of Ghana Revenue Authority within the Greater Accra Region of Ghana. This will provide a representative view about the outcome of the study. Furthermore, due to the limitations of financial, material and time resources, the researcher could not cover many areas, hence the sample size may be very small in relation to the entire population.

1.8 Definition of Key Terms

For the purpose of this study, the following terms are defined succinctly.

i. *Recruitment:* Recruitment refers to the process of attracting qualified persons to apply for existing job openings (Griffin, 2006).

ii. *Selection:* Selection is therefore the process through which organizations make decisions about who will or will not be allowed to join the organization.

iii. *Work-performance:* It can be seen simply as the act of performing or doing something successfully and using knowledge as distinguished from merely processing it.

1.9 Organization of the Study

The study is divided into five chapters. Chapter one consists of the background to the study, statement of the problem, aim or objective of the study, scope or limitations of the study, and significance of the study. Chapter two deals with literature review and concepts relevant to the study. Chapter three presents the methodology adopted to

conduct the research. The chapter deals with issues such as the research design, instrument and data collection tools and data analysis. Chapter four contains the data presentation, discussion and analysis. Chapter five which is the summary of findings, conclusion and recommendations.

The next chapter, Chapter two, contains the literature review.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the extensive body of literature related to the organisation of knowledge that affects the recruitment and selection of employees by organizations taking a closer look at their capacity to recruit and select staff. The literature covers primarily the characteristics of Human Resource Management in relation to recruitment and selection

2.2 Theoretical Framework

This study rests on Human Capital Theory, Resource Based View Theory and Equity Theory. Human Capital theory as proposed by Adam Smith (1723-1790) in Teixeira (2002) has the central idea that people are fixed capitals just like machine because they have skills and useful abilities that have genuine cost and yield profits. According to Armstrong (2006), the premise in the human capital theory is that people and their collective skills, abilities and experience, coupled with their ability to deploy them in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and also constituting a significant source of competitive advantage. Resource Based View (RBV) of Barney (2001) suggests that sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated or substituted by rivals. According to the Resource-Based view, firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage (Barney, 2001) and when this is not the case, firms should make-up for the shortfall by employing appropriate recruitment and selection

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criteria. The theory maintained that the major part of any firm's strength or weakness stem from the calibre of the people employed and the quality of their working relationships. To this end, Boxall (1998) as stated Ekwoaba, Ikeije and Ufoma (2015) revealed that firms which recruit and retain exceptional individuals have the capability of generating human capital advantage. According to Sparrow et al., (2002) as stated in Bhatnagar (2007), technology and capital can be acquired by most firms any time, for a price, but it is not easy to acquire a ready pool of highly qualified and motivated employees. Thus, in order to be differentiated, the companies need to be very careful with the recruitment and selection process. Equity Theory as proposed by Adams (1963) and referenced in Ekwoaba, Ikeije and Ufoma, (2015), underlines the principle of fairness. According to the principles of the Equity Theory, the best recruitment and selection criteria in the organization is that which portrays the firm as Equal Opportunity Employer.

Finding competent workers is an important organizational challenge (McEvoy, 1984; Deshpande & Golhar, 1994; Atkinson & Storey, 1994), with the difficulty centering on recruiting and selecting employees with the correct qualifications to help achieve goals (Priyanath, 2006). As further argued in Priyanath (2006), this problem is compounded by the lack of systematic method for recruiting and selecting employees. A systematic recruitment process according to Gamage (2014), involves identifying vacancies, job analysis, job description, person specification and advertising. As against informal process for recruiting and selecting employees, a systematic selection process involves the recruiting process, gathering information about qualified applicants, evaluating the qualification of each applicant and making decisions about employment (Gamage, 2014).

2.3 Human Resource Planning

Nowadays, every organization deems personnel planning as one of the most vital activities. Taylor (2010) characterized Human Resource Planning (HRP) as involving establishment of links between strategic business planning and strategic HRM. Especially relevant here are the practicalities of the recruitment and selection activity that is used to fill the vacancies in any organization by hiring a specific number and types of employees with different skills, attitude and competences according to the job requirements. Human Resource Planning is, by far, an essential ingredient for the success of any organization in the long run. There are a number of techniques that need to be followed by every organization that guarantees that it possesses the right number and type of people, at the right time and right place, so as to enable the organization achieve its planned objectives. Commonly, the objectives of Human Resource Planning department include resource, planning, recruitment and selection, career planning, training and development, promotions, risk management and performance appraisal, to mention but a few. Each of these objectives requires special attention and accurate planning and execution. It is of utmost importance for every organization to employ a right person on a right position. It is important to state that recruitment and selection plays a pivotal role during such situations. With shortage of skills and the rapid spread of new technology exerting considerable pressure on how employers perform recruitment and selection activities, it is recommended to conduct a step-by-step strategic analysis of recruitment and selection processes. With reference to the current context, this study presents an incisive review of previous literature on the recruitment and selection process.

2.4 Recruitment and Selection Process

Flippo (1984) defines recruitment and selection process as "A process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization." In simpler terms, recruitment and selection are concurrent processes and are void without each other. The two terms significantly differ from each other and are essential constituents of the organization. It helps in discovering the potential and capabilities of applicants for expected or actual organizational vacancies. It is a link between the jobs and those seeking jobs. Subsequent paragraphs considerably explain these two terms so that the differences between them are clearly laid out

2.4.1 Recruitment Process

Recruitment is one of the major functions of HRM. It helps the manager to attract and select best candidates for the organization. Parry & Wilson (2009) stated that "recruitment includes those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees". For progressive success in the public sector as in the case of Ghana Revenue Authority depends upon the human capital, recruitment & selection of the right people into its operations is crucial to achieve organizational growth. Recruitment is the process of locating and encouraging potential applicants to apply for existing and anticipated job opening. As stated earlier, recruitment refers to the process of identifying and attracting job seekers so as to build a pool of qualified job applicants. The work of Claus-Wehner, Giardini, and Kabst (2015) restricted the recruitment process to four interrelated stages: (i) planning, (ii) sources of recruitment, (iii) contacting sources and (iv) application pool. The ideal recruitment programme is the one that attracts a relatively large number of qualified applicants who will survive the screening process

and accept positions with the organization when offered (Heneman, Judge and Heneman, 2006). The recruitment process is illustrated in Figure 2.1 below.
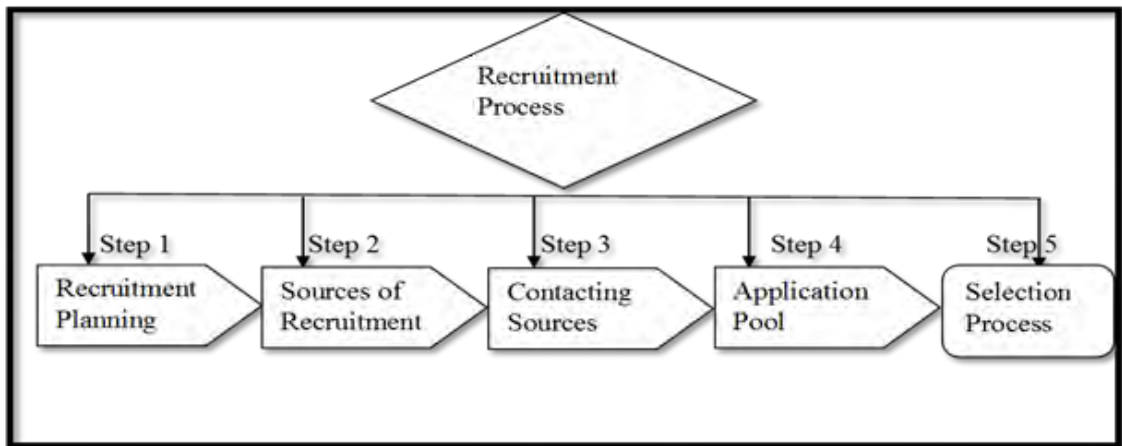
Figure 2.1: Recruitment Process
Source: Adapted from Claus-Wehner, Giardini, and Kabst (2015)

2.4.1.1 Recruitment Planning

The first stage in recruitment process is planning. Planning involves the translation of likely job vacancies and information about the nature of these jobs into a set of objectives or targets that specify the (i) number and (ii) type of applicants to be contacted.

i) *Number of Applicants:*

Organizations mostly plan to attract more applicants than they will hire. Some of those contacted will be uninterested, unqualified or both. Each time a recruitment programme is contemplated, one task is to estimate the number of applicants necessary to fill all vacancies with qualified people (Heneman et al., 2006). Companies calculate yield ratios (yRs) which express the relationship of applicant inputs to outputs at various decision points. The yRs must be used with circumspection. No yRs will be available for recruiting employees for the first time, or for recruiting sources or method that have not yet been tried. Recruiters in such

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cases have to depend upon their counterparts in other organizations or make their own guesses (Heneman et al., 2006)

ii) *Type of Applicants:*

Type of applicants refer to the type of people to be informed about job openings. The type of people depends upon the tasks and responsibilities involved and the qualifications and experience expected. These details are available through job description and job specification.

2.4.1.2 Sources of Recruitment

The sources of recruitment are the second step in recruitment process which is also called method of recruitment and it refers to how the employing organization adopts a method of recruitment strategy. Barma, and Gupta (2015) made it clearer that there are several sources or methods of recruitment and they may be broadly categorized into (a) internal and (b) external. Figure 2.2 below illustrates and explains some sources of recruitment available to recruiting organizations.
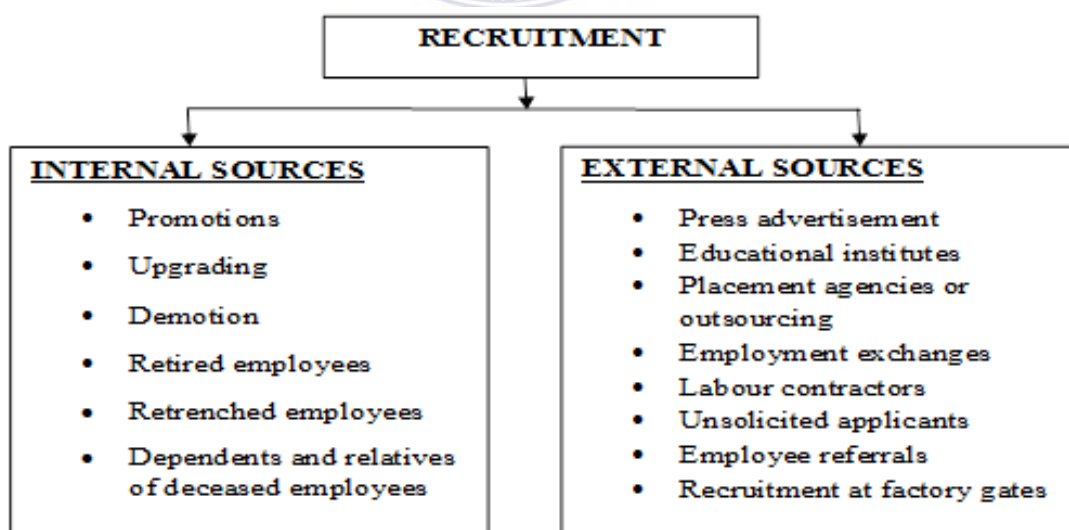
Figure 2.2: Sources of Recruitment
Source: Adapted from Barma, and Gupta (2015)

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a) *Internal Sources of Recruitment*

Internal recruitment is 'when an organization seeks to fill job vacancies from existing personnel' (Varo, & Morita, 2013). On the other hand, external recruitment is 'when managers look outside their own organization to fill supervisory, middle and higher-management positions' (Varo, & Morita, 2013). This is necessary because the skills cannot be found within the organization (Cook, 2004). Most of the organizations try to follow the policy of filling the job vacancies above the entry-level positions through promotions and transfers. By filling vacancies in this way, an organization can capitalize on the investment it has made in recruiting, selecting, training and developing its current employees, who might look for jobs elsewhere if they lack promotion opportunities. Companies are also more likely to promote from within than they have been in the past. Internal sources include former employees, present applicants and even present employees of organizations.

Promotions, upgrading, demotion and transfers from among the present employees can be a good source of recruitment. Promotion to higher positions has several advantages. They are – (i) it creates good public relations; (ii) it builds morale; (iii) it encourages competent individuals who are ambitious; (iv) it improves the probability of a good selection, since information on the individual's performance is readily available; (v) it is cheaper than going outside to recruit; (vi) those chosen internally are familiar with the organization; and (vii) when carefully planned, promoting from within can also act as a training device for developing middle level and top level managers (DeCenzo and Robbins, 2002).

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With upgrading, some employees who have shown some potential capabilities can be sent for training with an aim of reassigning such a person to assume a position that may or is likely to be vacant in the organization. For demotion as a method of recruitment, employees who have exhibited consistent behaviour of incompetence for the position they occupy can be demoted to a position which is lower than what they initially held in the organization. Transfer of employees can either be in the form of promotion or demotion.

b) External Sources of Recruitment

External sources far outnumber the internal methods. Specifically, examples of sources external to an organization as given by Varo and Morita (2013) include press advertisements, employment exchanges, educational institutes, placement agencies or outsourcing, unsolicited applicants, labour contractors and employee referral, to mention but a few. These external sources are explained below.

i) Advertisements:

Advertisements constitute a popular method of seeking recruits as many recruiters prefer advertisements because of their wide reach. For highly specialized recruits, advertisements may be placed in professional/business journals. Newspaper is the most common medium (Werther, 1993). Advertisements must be effectively drafted before publishing/releasing them. Experienced advertisers use a four-point guide called AIDA to construct their advertisements. First, attract 'attention', next develop 'interest' in the job, next create 'desire' and then instigate 'action' on part of an onlooker. Most experts are of the opinion that advertisements must contain the following information – (i) the job content (primary tasks and responsibilities); (ii) a realistic description of working conditions, particularly if they are unusual; (iii) the location of the job; (iv) the compensation including the fringe benefits; (v) the job

specifications; (vi) growth prospects and (vii) to whom one applies. It may also be remembered that a recruitment advertisement today has to do much more than announce that a company is looking for personnel. It has to sell the idea that the company and the job are perfect for the candidate. Further, recruitment advertisements can also serve as corporate advertisements, the latter positioned to build the company's image. Cost-wise too, this arrangement suits companies. Breaugh (1992) in a study of sources of recruitment of one hundred and twelve research scientists using subsequent job performance, absenteeism and work attitude as criteria, found strong source of recruitment effects; newspaper and college placement offices were in general poorer sources of employees than conventional advertisements in journals and self-initiated contracts.

ii) *Unsolicited applicants*

Unsolicited applicants can be grouped under three variables- these are walk-ins, talk-ins and write-ins. Walk-in is defined as a condition wherein a person (who may be a customer, a new employee, a prospective employee who has come for an interview) reaches the respective office or place without any prior notice to management. Walk-ins are preferable as they are free from the hassles associated with other methods of recruitment (Mohiuddin, 2015). Talk-ins are becoming popular now-a-days. Job seekers are required to meet the recruiter (on an appropriated date) for detailed talks. No application is required to be submitted to the recruiter. (Huda, Haque, & Khan, 2014). Write-ins are those who send written enquiries. These job seekers are asked to complete application forms for further processing. (Sharmin, 2014). The most common and least expensive approach for candidates is direct application, in which job seekers submit unsolicited application letters or resumes. Direct applications can also provide a pool of potential employees to meet future needs (Mohiuddin, 2015)

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iii) Placement or recruitment agencies

Recruitment agencies are external firms that enroll potential candidates for employers. Laine Consult, HR-Solutions, Sonic Recruitment Consultants and Learning Development Consult are among some of the numerous recruiting agencies in Ghana. These and other agencies in the profession are retained by organizations for recruiting and selecting managerial and executive personnel. Consultants are useful in as much as they have nationwide contacts and lend professionalism to the hiring process. They also keep prospective employers and the employees anonymous. But, the cost can be a deterrent factor (Agyapong, Osei, Farren, & McAuliffe, 2015).

iv) Educational Institutes

Colleges, universities, research laboratories, sports fields and other educational institutes are fertile ground for recruiters, particularly the institutes. In fact, in some public sectors, recruiters are bound to recruit a given number of candidates from these institutes every year. A critical example is the Ghana Health Service and the Ghana Education Service (Agyapong, Osei, Farren, & McAuliffe, 2015). However, some employers fail to take full advantage of college and university resources because of a poor recruitment programme.

v) Employee Referral

The recruitment efforts of an organization can be greatly aided by employee referrals, or recommendations from the firm's current employees about potential candidates in a competitor's firm. In fact, word-of-mouth recommendations are the way most job positions are filled. Managers have found that the quality of employee-referred applicants is normally quite high, since employees are generally hesitant to recommend individuals who might not perform well. Certain organizations also

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reward their employees for helping them acquire vibrant and hardworking candidates as they consider this process cheaper (Brown, Setren, & Topa, 2016)

Other external sources of recruitment as depicted by Varo and Morita (2013) include recruitment at factory gate and labour contractors. In explaining the recruitment at factory gate as an external source Varo and Morita (2013) added that due to the challenges associated with employment in developing countries, there are many job seekers who are found sitting or waiting at the gates of some companies everyday hoping that such companies may declare some vacancies. The availability of these job seekers at the gates of companies makes it easy for companies who want to recruit to select from among them the job seeker who possesses the experience the companies require. Furthermore, Varo and Morita (2013) explained that contractors are used to recruit casual workers. The names of these workers are not entered in the company records and to this extent, difficulties experienced in maintaining permanent workers are avoided. This they termed as labour contractors external source of recruitment.

2.4.1.3 Contacting Sources

With contacting sources, there are three theories recruiters usually consider Behling, Labovitz & Gainer (1968). They are objective factor, subjective factor and critical contact theory. These theories are briefly explained below.

i) *Objective Factor Theory*

The Objective factor theory suggests that job choice is the result of weighing of advantages and disadvantages of job offers in terms of objectively measurable factors such as salary and location. Evaluating based on characteristics of employment offers,

such as, financial compensation and benefits, opportunities for advertisement, nature of work, location etc. (Behling, Labovitz & Gainer, 1968; Keshav, 2013).

ii) *Subjective Factor Theory*

The Subjective factor theory suggests that job choice is the result of the perceived ability of the firm to provide satisfaction for deep- seated and often unrecognized emotional needs of the job seeker. This theory emphasizes the fit between personal needs and the image of the firm that is there is congruence between personality patterns of the candidate and the image of the organization, and the choice is made on highly personal and emotional basis (Behling, Labovitz & Gainer, 1968; Mathis & Jackson, 2006).

iii) *Critical Contact Theory*

Critical Contact Theory states that a candidate is unable to make a meaningful differentiation of employment offers and terms of objective and subjective factors because of his limited or very short contact with the organization. Due to the choice the job seeker has to make, he is forced to rely on differences in treatment during the recruitment process (Behling, Labovitz & Gainer, 1968; Mondy, 2010).

2.4.1.4 Application Pool

Application Pool is the stage the recruiting firm attracts as many candidates as possible (Keshav, 2013). In looking at external pool of candidates, it is important to first define the relevant labour market. This refers to the size and scope of the geographic area which an organization would seek to attract qualified candidates for a particular position(s) (Mullins, 2010). Even within the same organization, the relevant labour market for different positions can vary widely depending upon the skills, knowledge, abilities, and behavioural characteristics required to perform each position

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successfully. Application Pools are used to develop groups of people who organizations feel might be suited for future positions (Pilbeam & Corbridge, 2006). When applicants are part of a pool, they can be offered permanent or temporary vacancies that come up if they are similar to the position originally advertised. It is within this application pool that the most qualified applicants will be selected for further processes other than recruitment (Ballantyne, 2009).

2.4.2 Employee Selection Process

Selection is the process of picking individuals (out of the pool of job applicants) with requisite qualifications and competence to fill jobs in the organization (Stone, 2005). Employee selection is the process of differentiating between applicants in order to identify (and hire) those with a greater likelihood of success in a job (Stone, 2005). The role of selection in an organization is crucial for at least, two reasons. First, work performance depends on individuals. The best way to improve performance is to hire people who have the competence and willingness to work. Second, cost incurred in recruiting and hiring personnel speaks volumes about the role of selection. Costs of wrong selection are much higher. Selection is a long process, commencing from the preliminary interview of the applicants and ending with the contract of employment. However, the process differs among organizations and between two different jobs within the same organization. The process of selection is illustrated in Figure 2.3 and explained below.

Contracts of Employment	Step 8
Job Offer	Step 7
Medical Examination	Step 6
Hiring Decisions	Step 5
Reference and Background Check	Step 4
Interview	Step 3
Selection Tests	Step 2
Screening Applicants	Step 1

Figure 2.3: Steps in Selection Process
Source: Adapted from Beardwell and Holden (2001).

i) Screening Applicants

The applications received from job seekers would be subject to screening so as to eliminate unqualified applicants as a part of recruitment. This is usually followed by a preliminary interview the purpose of which is more or less the same as screening of applications. Screening enables the HR specialists to eliminate unqualified job seekers based on the information supplied in their application form and resume. Preliminary interview, on the other hand, helps reject misfits for reasons which did not appear in the application forms. Besides, preliminary interview, often called "courtesy interview", is some good public relations exercise (Beardwell & Holden, 2001; Beardwell & Claydon, 2010).

ii) Selection Tests

Selection tests are also called Employment Tests. Job seekers who pass the screening and the preliminary interview are called for tests. Different types of tests may be administered, depending on the job and the organization. Generally, tests are used to determine the applicant's ability, aptitude and personality. The employment test is an objective and standardized measure of a sample of behaviour that is used to gauge a person's knowledge, skills, abilities and other characteristics (KSAOs) in relation to

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other individuals (Anastasi, 1997). Ability Tests assist in determining how well an individual can perform tasks related to the job. It must be stated that a firm that patronizes tests attracts a higher level of applicants. This is helpful in selecting good employees.

iii) Interview

The next step in the selection process is employment interview. An interview is conducted at the beginning and at the end of the selection process. Interview is a formal, in-depth conversation conducted to evaluate the applicant's acceptability. It is considered to be an excellent selection devise. Its popularity stems from its flexibility. Interview can be adapted to identify unskilled, skilled, managerial and professional employees. It allows a two-way exchange of information, the interviewers learn about the applicant, and the applicant learns about the employer (Werther, 1993). However, interviews do have shortcomings. Absence of reliability is one limitation. No two interviewers offer similar scoring after interviewing an applicant. Das (1957) as stated in Flanagan and Harrison (2012) made a methodological analysis of personnel selection and developed a quantitative interview rating form. The use of this technique in a variety of industrial selection situations had shown increased reliability and statistical control of errors of judgement.

Lack of validity is another limitation. This is because few departments use standardized questions upon which validation studies can be conducted. Ash and Krocker (1975) have reported that the validity of interview was highest under conditions of "good interviewer training and the imposition of structure via guidelines and rating scales". Finally, biases of interviewers may cloud the objectivity of interviews. Kinicki and Lockwood (1985) have suggested that the validity of selection

procedures could be enhanced by identifying the relevant skills, abilities and personal characteristics necessary for performing the job and evaluating the relationship between interviewer assessments and subsequent employee performance. Ghiselli (1966) concluded that the validity of ordinary personnel interviews could be at least equal to, if not greater than, the validity of tests as the interviewers were better educated and had greater experience and knowledge of individual differences. The employment interviews can be (i) one-to-one, (ii) sequential, (iii) panel.

- In **one-to-one interview**, there are only two participants: the interviewer and the interviewee. This is the preliminary interview.

- The **sequential interview** takes one-to-one step further and involves a series of interviews, usually utilizing the strengths and knowledge base of each interviewer, so that each interviewer can ask questions in relation to his/her subject area of each candidate, as the candidate moves from room to room.

- The **panel interview** consists of two or more interviewers and the figure may go up to as many as fifteen. Any panel interview is less intimate and more formal than the one-to-one, but if handled and organized well, it can provide a wealth of information. If not handled carefully, the panel interview can make the candidate feel ill at ease and confused about whose question to answer and whom to address. Interviewers themselves are likely to experience nightmare, not knowing who will ask which question and in what order (Beardwell, 2010).

According to Beardwell and Claydon (2010), interview has at least three objectives: (i) helps obtain additional information from the applicant; (ii) facilitates giving general information to the applicant such as company policies, job and products manufactured, to mention but a few; and (iii) helps build the company's image among the applicants.

iv) Reference and Background Check

Many employers request names, addresses, and telephone numbers or references for the purpose of verifying information and, perhaps, gaining additional background information on an applicant. Although listed on the application form, references are not usually checked until an applicant has successfully reached the fourth stage of a sequential selection process. It is imperative to add that organizations may sometime hire candidates before making checks on the references. Previous employers, known public figures, university professors, neighbours, or friends can act as references. Previous employers are preferable because they are already aware of the applicant's performance. But the problem with this reference is the tendency on the part of previous employers to over-rate the applicant's performance to get rid of the person. Organizations normally seek letters of reference or telephone references. The latter is advantageous because of its accuracy and low cost (Beardwell & Claydon, 2010).

According to Bunting (2008), reference checks serve two important purposes. One purpose is to gain insight about the potential employee from the people who have had previous experience with him/her. It may be stated that the information gathered through references hardly influence selection decisions. In several cases, reference checks are a formality and are seldom verified by the employer. Bunting (2008) also stated that the reasons of reference checks are obvious and may include:

- The candidate approaches only those who would speak well about him/her.

- People may write favourably about the candidate in order to get rid of him/her.

- People may not like to divulge the truth about a candidate, lest it might damage or ruin his/her career.

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v) Selection Decision

After obtaining information through the preceding steps, selection decision – the most critical of all the steps – must be made. The other stages in the selection process have been used to narrow the number of candidates. The final decision has to be made from the pool of individuals who pass the tests, interviews and reference checks (Mathis and Jackson, 2006). The views of the line manager will be generally considered in the final selection because it is he/she who is responsible for the performance of the new employee. The HR manager plays a crucial role in the final selection.

vi) Medical Examination

After the selection decision and before the job offer is made, the candidate is required to undergo a physical fitness test. A job offer is, often, contingent upon the candidate being declared fit after the medical examination. The results of the medical fitness test are recorded in a statement and are preserved in the personnel records. There are several objectives behind a medical or physical test. Obviously, one reason for a physical test is to detect if the individual carries any infectious diseases. Second, the tests assist in determining whether an applicant is physically fit to perform the work. Third, the physical examination information may be used to determine if there are certain physical capabilities with health defects from undertaking work that could be detrimental to themselves or might otherwise endanger the employer's property. Finally, such an examination will protect the employer from workers' compensation claims that are not valid because the injuries or illness were present when the employee was hired (Armstrong, 2010).

vii) Job Offer

The next step in the selection process is job offer for those applicants who have crossed all the previous hurdles. Job offer is made through a letter of appointment.

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Such a letter generally contains a date by which the appointee must report on duty. The appointee must be given reasonable time for reporting. This is particularly necessary when he/she is already in employment, in which case the appointee is required to obtain a relieving certificate from the previous employer. Again, a new job may require movement to another city which means considerable preparation and movement of property. The company may also want the individual to delay the date of reporting on duty. If the new employee's first job upon joining the company is to go on training, the organization may request that the individual delays joining the company until perhaps a week before such training begins. Naturally, this practice cannot be abused, especially if the individual is unemployed and does not have sufficient finances (Beach, 1985). Decency demands that the rejected applicants be informed about their non-selection. Their applications may be preserved for future use, if any. It needs no emphasis that the applications of selected candidates must also be preserved for future references.

viii) *Contracts of Employment*

After the job offer has been made and the candidates accept the offer, certain documents need to be executed by the employer and the candidate. One such document is the attestation form. This form contains certain vital details about the candidate which are authenticated and attested by him/her. Attestation form will be a valid record for future reference. There is also a need for preparing a contract of employment (Beardwell, & Claydon 2010). The basic information that should be included in a written contract of employment will vary according to the level of the job. Alternatively called employment agreements or bonds, contracts of employment serve many useful purposes. Such contracts seek to restrain job-hoppers, to protect

knowledge and information that might be vital to a company's healthy bottom-line, and to prevent competitors from poaching highly valued employees (Bunting, 2008).

Great care is taken to draft the contract forms. Often, services of law firms are engaged to get the forms drafted and finalized. Most employers insist on agreements being signed by newly hired employees. But high employee turnover sectors like software, advertising and media are more prone to use such contracts. The drawback with the contracts is that it is almost impossible to enforce them. A determined employee is bound to leave the organization, contract or no contract. The employee is prepared to pay the penalty for breaching the agreement or the new employer will provide compensation. It is for this reason that several companies have scrapped the contracts altogether (Beardwell & Holden, 2001).

ix) Concluding the Selection Process

Contrary to popular perception, the selection process will not end with executing the employment contract. There is another step – a more sensitive one – reassuring those candidates who have not been selected. Such candidates must be told that they were not selected, not because of any serious deficiencies in their personalities but because their profiles did not match the requirements of the organization. They must be told that those who were selected were done purely on relative merit (Sheila, Rioux & Paul, 1999; Beardwell & Claydon, 2010)

2.4.2.1 Barriers to Effective Selection

The main objective of selection is to hire competent and committed people. The systematic and scientific selection process helps the organizations to ensure that they

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have right people at right places at the right time. However, the organizations still face the challenge of retaining these talented individuals with them (Baron, Clake, Turner & Pass 2010). This objective is often defeated because of certain barriers. The impediments which check effectiveness of selection are perception, fairness, validity (Sheila, Rioux, & Paul, 1999), reliability and pressure (Mondy 2010).

i) Perception

Our inability to understand others accurately is probably the most fundamental barrier to selecting the right candidate. Selection demands an individual or a group of people to assess and compare the respective competencies of others, with the aim of choosing the right persons for the jobs. But our views are usually personalizing. We all perceive the world differently. Our limited perceptual ability is obviously a stumbling block to the objective and rational selection of people (Sheila, Rioux, & Paul, 1999).

ii) Fairness

Fairness in selection requires that no individual should be discriminated against on the basis of religion, region, caste, race or gender. But the low numbers of women and other less-privileged sections of the society in middle and senior management positions and open discrimination on the basis of age in job advertisements and in the selection process would suggest that all the efforts to minimize inequity have not been very effective (Sheila, Rioux, & Paul, 1999; Baron, Clake, Turner & Pass 2010).

iii) Validity

Validity can be explained as a test that helps predict job performance of an incumbent. A test that has been validated can differentiate between the employees who can perform well and those who will not. However, a validated test does not predict job success accurately. It can only increase possibility of success (Sheila, Rioux, & Paul, 1999).

iv) Reliability

A reliable method is one which will produce consistent results when repeated in similar situations. Like a validated test, a reliable test may fail to predict job performance with precision (Mondy, 2010).

v) Pressure

Pressure is brought on the selectors by politicians, bureaucrats, relatives, friends and peers to select particular candidates. Candidates selected because of compulsions are obviously not the right ones. Appointments to public sector undertakings generally take place under such pressures (Mondy, 2010).

2.5 Influence of Recruitment and Selection on Work-Performance

According to Jones, Reynolds and Arnold (2006), performance is the accomplishment of a task to a present standard of completeness and accuracy. It is the actual output and quality of work done. Performance could also be seen as dexterity in acquiring resources economically and using these resources efficiently and effectively in achieving results. Syverson (2010) defines performance in the form of productivity as efficiency in production obtained from a given set of inputs. According to Syverson, productivity is primarily expressed as an output-input ratio. Several factors drive organisational productivity. These include staffing, structure, communications, and training and development. Other factors include sound objectives and supportive culture, planning, better control systems, focused strategy, and proper processes. It is apparent that these drives are impacted by the human factor. In fact, most empirical studies have underscored the human element as a vital competitive advantage thus implying that proper staffing processes are a critical ingredient to an organization's productivity. Finding, attracting and keeping the best people can however be an

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arduous task, but with effective recruitment and selection processes, an organisation will be guaranteed the right calibre of people for the organisation's needs.

With specific reference to the influence of recruitment and selection process on organizational performance, Montana and Charnov (2000) maintained that recruitment and selection include sourcing candidates by advertising or other methods, screening potential candidates using tests and interviews, selecting candidates based on the results of the tests or interviews, and on-boarding to ensure that the candidates are able to fulfil their new roles effectively. According to Huselid (1995), it is recruitment procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regime that will have a substantial influence over the quality and type of skills new employees possess. The implication of this line of thought is that an organization's human resource policies and process of recruiting and selecting represent important forces for shaping employee behaviour and attitudes.

For Gamage (2014) the selection practices will determine who is hired or recruited. If properly designed, it will identify competent candidates and accurately match them to the job. The use of the proper recruitment and selection device will increase the probability that the right person is chosen to fill a slot. When the best people are selected for the job, productivity increases. There is no little wonder that literature such as Terpstra and Rozell (1993) report of a positive association between the extensiveness of recruiting, selection test validation and the use of formal selection procedures and firm profits. Similarly, Rauf (2007) maintains that sophisticated

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recruitment and selection procedures are positively related to performance in organizations.

2.5 Recruitment and Selection in Ghana

Recruitment and Selection largely influenced by the Ghanaian *"whom you know"* culture (the practice whereby people recommend their own relatives and friends to be employed by their organizations). The recruitment and selection procedure therefore becomes a formality as opposed to an objective means to ensure the selection of the best candidates fit for the job. Fashoyin (2000) asserts that HRM in Ghana relies heavily on assertive norms, with decisions being influenced by personal relationships between managers and employees and this in turn affects the recruitment and selection process. However, the author is quick to add that this does not mean merit is out of the question but rather it is in line with personal interest rather than organizational. The criteria normally used in recruitment and selection include: interviews, use of curriculum vitae, and recently written and oral examinations set by the company, which is more academic in nature than the general assessment offered in psychometric testing. A researcher reported that the choked job market in Ghana favours the employer rather than the employee, with most applicants forced to take desperate measures to secure jobs, the employer has a large pool of applicants to select from on their terms of condition.

2.8 Conclusion

It can be clearly concluded that for a company to succeed, all it takes is the proper recruitment and selection strategies which also shape the overall manpower management of the company. By concluding this literature review, the study

emphasizes on the fact that the recruitment and selection process is integrated with other processes such as strategic plan of the company, training and development schemes, compensation, rewarding/incentive system, performance appraisal, and lastly, industrial relations. Similarly, well-structured nature of interviews, the use of questionnaires based on a job analysis, inclusion of panel of interviewers, the practice of note-making during the interview, and the use of rating scale based on behavioural factors to gauge the interviewee's answers all play an integral part in the improvement of the recruitment validity. Indeed, the study has offered an incisive review of literature of many authors based on their individual studies and research on recruitment and selection processes. The next chapter which is chapter three discusses the methodology of the (research) study.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter deals with the methodology adopted in conducting the study. The chapter is organized as follows; research design, study population, sample and sampling procedures, data collection instrument, data collection procedure, analysis of data and ethical considerations.

3.2 Research Design

Research design refers to the overall strategy that will be chosen to integrate the different components of the study in a coherent and logical way, thereby, ensuring the research problem will be effectively addressed; it constitutes the blueprint for the collection, measurement, and analysis of data (Babbie, 2008). The review of literature and an analysis of studies on relationship between recruitment and selection process on performance by Kinicki and Lockwood (1985), Ash and Krocker (1975) and Mathis and Jackson (2011) showed that most of the studies conducted were descriptive survey. The use of questionnaires for data collection were used for several similar studies. In view of this, a cross sectional descriptive survey with a questionnaire was used to provide answers to the research questions.

3.3 The Study Population

The target population for the research comprised of all personnel of the three main divisions of Ghana Revenue Authority in the Greater Accra Region of Ghana. The three main divisions include Customs Division, Domestic Tax Revenue Division (DTRD) and the Support Services Division (SSD). The population of GRA comprised

of 697 (68%) males and 327 (32%) females summing up to 1023. There were 103 staff from the Customs Division, 716 from the Domestic Tax Revenue Division (DTRD) and 204 from the Support Services Division (SSD). To be able to obtain a reliable picture of the relationship between recruitment and selection process on work-performance of recruits, the researcher decided to collect the data after GRA had published its annual report on performance assessment. The data were therefore collected within the first two months of the new year. Also, the researcher chose Greater Accra Region for the study because of its accessibility coupled with the fact that a wider coverage would have been extremely expensive and time consuming.

3.4 Sample and Sampling Procedures

The researcher considered 120 staff as sample from the three divisions in Ghana Revenue Authority. The sample 120 represents almost 12% of the target population. Ary, Jacobs and Razavieh (1979) suggested that for descriptive survey, it is more appropriate for one to select 10 to 20 percent of the population for sample. The researcher therefore considered a sample more than 10% for the study as this showed a lot of confidence in the data collected and the future generalization. The sampling design adopted for the study was constant stratified random sample. This method was used because the proportionate stratified random sampling was unlikely to provide enough subjects from some strata for any meaningful analysis to be made. Most importantly Sproul (1988) and Moser and Kalton (1989) indicated that when comparison between strata is critical, equal size samples enable a more precise comparison to be made.

The researcher considered how the relationship of recruitment and selection process (independent variable) strongly influence work-performance of recruits (dependent) as the basis for stratification. The population was then stratified into Customs Division (CD), Domestic Tax Revenue Division (DTRD) and the Support Services Division (SSD). Form each stratum, 40 staff were selected from a list of all personnel using the lottery method due to the existence of heterogeneity in the research population, Ghana Revenue Authority as well as the various divisions.

3.5 Data Collection Instruments

The researcher used questionnaire for the data collection. With the aid of the supervisor, the researcher set, selected and refined four objectives for the study and turned them into Likert-type questionnaire. In all, the questionnaire contained twenty-five (25) items. These items were categorized under two major sections. The first sectional part of the questionnaire contained four items which sought information about the demographic characteristics of the staff of Ghana Revenue Authority. The second section of the questionnaire contained information peculiar to the study's objective. In this regard, there were four criteria under the second section of the questionnaire which sought responses on recruitment, selection, recruitment and selection process and level of work-performance of recruits. Each of the four criteria ad five questions under it, hence there were 20 overall question items which sought the information pertinent to the objectives of the study. The 20 items on these five criteria were on Likert-like scales from 'strongly disagree to strongly agree'. All the Likert-type items used 4-point scale that has been suggested by Casely and Kumar (1998). Such a scale encouraged respondents to make forced decisions from a number of responses. Ordinal values of 1, 2, 3 and 4 were assigned to the different responses

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of the scaling statements. The responses were 'strongly disagree, disagree, agree and strongly agree' and were assigned ordinal values of 1, 2, 3 and 4 respectively. The responses to all the likert-type items indicated above were scored using percentages and frequencies computed for each item. The questionnaire also contained one general question that sought to know how the respondents rated the influence of recruitment and selection process on work-performance at Ghana Revenue Authority.

3.5.1 Validity and Reliability of Questionnaire

Concerning the validation of questionnaire, the researcher piloted the study using 30 employees of GRA. In spite of piloting the questionnaire to test its validity, the questionnaire was also shown to the Head of Human Resources at GRA, research consultants and the researcher's supervisor for comments. An important suggestion that was made was 'changing the scales for items 1-4 to 'strongly disagree, disagree, agree and strongly agree'. Initially they were 'strongly disagree, disagree, neutral, agree and strongly agree'. Their suggestions were in conformity with to Casely and Kumar (1998) when they suggested that all the Likert-type items should use 4-point scale as this would encourage respondents to make force decisions from a number of responses. This suggestion and several others were accepted and the changes were effected in the final questionnaire. The extent to which the item responses were consistent across constructs at GRA was also established during the pilot study.

The reliability and consistency of the instrument was 0.718 as measured by Cronbach's Alpha. This result is good because in the Social Sciences the acceptable Cronbach Alpha co-efficient is 0.7 (Ritchie & Lewis 2003). A commonly-accepted rule of thumb is that an alpha of 0.7 indicates acceptable reliability and 0.8 or higher

indicates good reliability. Very high reliability (0.95 or higher) is not necessarily desirable, as this indicates that the items may be entirely redundant (Gregg and Walczak, 2010).

3.6 Data Collection Procedures

The study was preceded by a research approval letter the researcher sought from the school of graduate studies, University of Education, Winneba, Kumasi Campus, and proceeded to obtain research permisson from the head of Human Resources before the process of data collection. The permit was important because it provided smooth entry into the field and encouraged free flow of ideas from the respondents. The researcher then embarked on the following procedure for the data collection.

3.6.1 Pilot Study

The researcher first piloted the study using 30 employees of Ghana Revenue Authority (GRA) who were randomly selected to complete the questionnaire which also contained the main six sections of the final questionnaire. The essence of this was to improve upon the items of the piloted questionnaire. For this reason also, the head of human resource of GRA was requested to comment on the items of the piloted questionnaire in relation to ambiguity and relevance of the items with respect to the objectives of the study. The items of the questionnaire were improved upon comments of the participants.

3.6.2 Administering of Instruments

Copies of the questionnaire were distributed to respondents of GRA. The researcher explained the questions to the respondents thoroughly after copies of the

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questionnaire were given to them. The purpose of this was to help the respondents to understand the purpose of the research, and to do away with suspicions of punishment, partialities and also to be able to provide their independent opinions on the questionnaire items given them. The questionnaire was distributed to the respondents on Monday and were expected to be returned on Friday (the same week). The researcher provided a drop-off box at the security gate where the filled questionnaires were to be sent and dropped into.
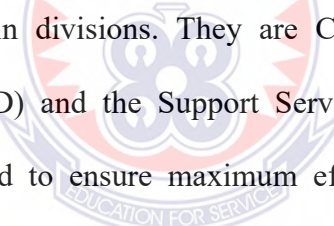
3.7 Methods of Data Analysis

Once the researcher had collected the drop-off box which the questionnaires had been returned to, she brought them home. The drop-off box was then opened and the questionnaire counted to ascertain whether all the 120 questionnaire received by the respondents had been returned. The researcher then used Statistical Package for Social Sciences (SPSS) software to record and analyze the results statistically. The statiscal tools that were used included frequencies, percentages, means, standard deviations and measures of relationships and difference using inferential statistics modules.

3.8 Profile of Study Area

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

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was set up by RAGB Act, 1998 (Act 558) to supervise and monitor the operations of the Revenue Agencies. In 2002, the Taxpayer Identification Number was introduced to enhance information interchange and risk profiling. Then in 2004, the Large Taxpayer Unit (LTU) was set up to operate on functional lines as a pilot programme for the future integration of tax administration in Ghana as well as to serve the needs of large taxpayers as a one stop shop operation. In December 2009, the three revenue agencies, the Customs, Excise and Preventive Service (CEPS), the Internal Revenue Service (IRS), the Value Added Tax Service (VATS) and the Revenue Agencies Governing Board (RAGB) Secretariat were merged in accordance with the Ghana Revenue Authority Act 2009, (Act 791) to establish the administration of taxes and customs duties in the country.

The GRA has three main divisions. They are Customs Division, Domestic Tax Revenue Division (DTRD) and the Support Services Division (SSD). The three-winged structure designed to ensure maximum efficiency in the Authority's core business of revenue mobilization merges the management support services of Finance, Administration, Research Planning and Monitoring, Human Resource and Information Technology of the erstwhile agencies under one Support Services Division. This leaves the Customs Division and the Domestic Tax Revenue Division unencumbered by peripheral functions to focus entirely on revenue collection with Support Services Division supporting them with the required management services. The Ghana Revenue Authority Act establishes the Ghana Revenue Authority (GRA) Board as its governing body with a mandate to enforce and collect taxes. The Authority's contribution to the GDP of the country as at the year 2014 is 24,925,807,555 representing 23.6%.

Figure 3.1 below, the Ghana Revenue Authority is made up of the three tax revenue agencies, namely, Customs Excise and Preventive Service (CEPS), Internal Revenue Service (IRS), and Value Added Tax Service (VATS) and the Revenue Agencies Governing Board (RAGB) Secretariat which were merged in accordance with Ghana Revenue Authority Act 2009, Act 791. The following is the composition of the GRA: are the Domestic Tax Revenue Division, the Support Services Division and the Customs Division, each division has its own commissioner as well as position hierarchies of respective deputy commissioner.
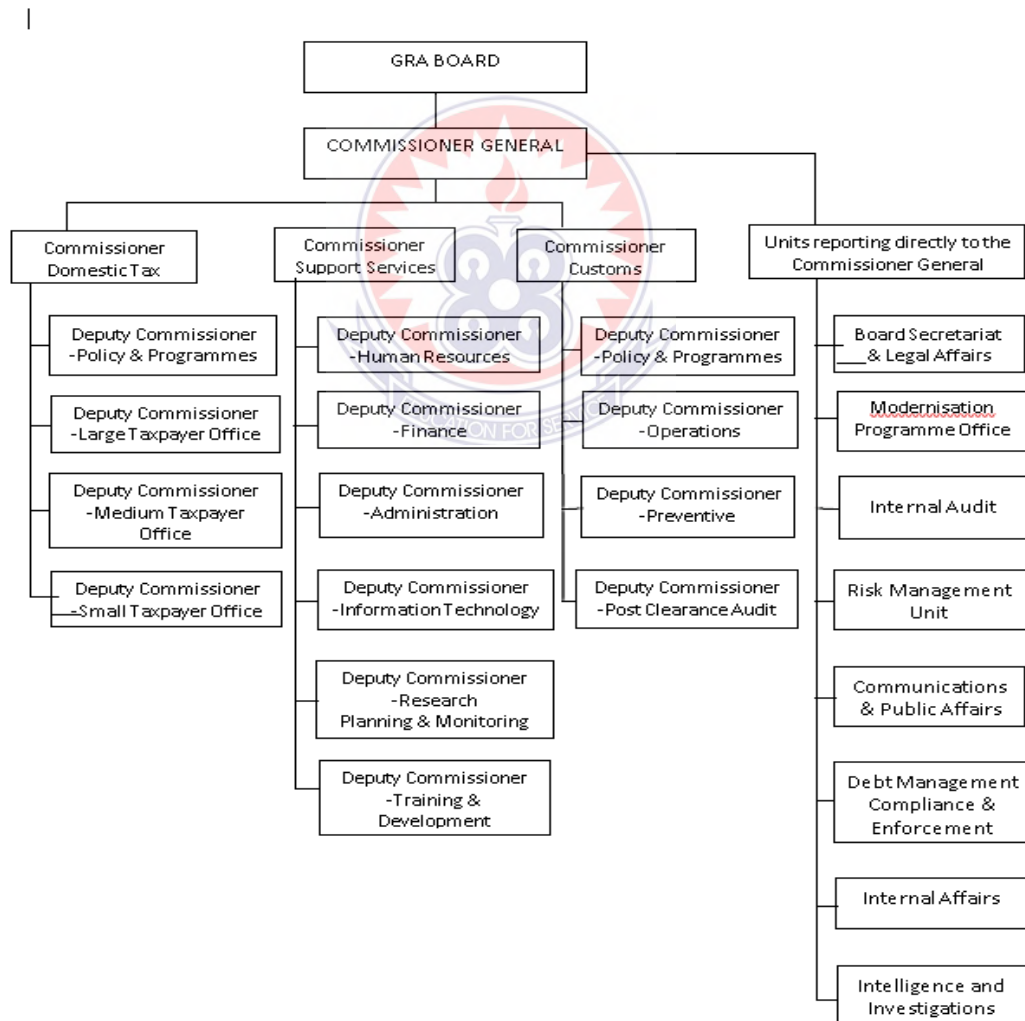
Figure 3.1: The organisational structure of the Ghana Revenue Authority
Source: GRA Website, (2017)

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The vision of Ghana Revenue Authority would be a world class revenue administration recognized for professionalism, integrity and excellence. GRA's mission is to mobilize revenue for national development in transparent, fair in an effective and efficient manner. This could be achieved through; Professionalism and friendly client services, promotion of voluntary compliance, application of modern/recent technology, Effective border protection and a well-trained, disciplined and highly motivated staff. The core values of GRA are integrity and fairness in their service delivery as well as teamwork; innovation and professionalism are the major hallmark. The mission of the Authority is to mobilize revenue for national development in a transparent, fair, effective and efficient manner. This can be achieved through selecting a well-trained, disciplined and highly motivated employee.

3.9 Ethical Consideration

As part of the methodology in the data collection, an introductory letter was obtained from the school of Graduate Studies, UEW-K, Faculty of Business Education (FBE). This was to introduce the study and the research to allow formalization of activities regarding data collection. In the data collection process, informed consent was obtained by the researcher from all the respondents after the purpose of the study was thoroughly explained to potential respondents. Again, it was established that participation in the study was voluntary and subjects can withdraw their participation at any stage of the study without punishment. Participants were assured of total confidentiality of the data they provided. Permission was also sought from the high hierarchy of GRA to allow the researcher to administer questionnaires.

The next chapter which is chapter four present the analysis, results and findings of the data for this study.

CHAPTER FOUR

DATA ANALYSIS, RESULTS, AND FINDINGS

4.1 Introduction

This chapter deals with data analysis, presentation, and its interpretation. The results of the study are presented and discussed in relation to the research questions outlined in chapter one. This study was aimed at evaluating the relationship between recruitment and selection process on work-performance in the public sector of Ghana. In analysis, data from questionnaires was coded and analyzed into quantitative summary reports using the Statistical Package for Social Sciences (SPSS) version 16.0. Data were keyed into the programme under specific category from which analysis was run to obtain descriptive statistics in the form of frequencies and percentages.

4.2 Analysis of Demographic Characteristics of Respondents

The researcher analyzed the demographic characteristics of the respondents with respect to the research questions and objectives. The demographic characteristics of the respondents included gender, age group, educational qualification and working experience in terms of years spent in the organization. The outcome of the analysis is captured under Table 4.1 below. From the Table 4.1 below, one hundred and twenty (120) workers were sampled for the study out of which 66 representing 55% were males and 54 representing 45% being females. This implies that majority of the staff of Ghana Revenue Authority are males. For the age of the respondents, most of them (45) representing 37.5% were within the ages of 21-30 years with 39 of the respondents representing 32.5% falling within the age group of 31-40 years while 27 of the respondents representing 22.5% were in the age category of 41-50 and only 9 of

the respondents representing 7.5% were either 51 years or above. The combined results of the age group within 21-30 and 30-40 years which is eighty-four (84) representing 70% indicates that GRA has majority of their staff who are in their youthful stage and with a lot of years to work for the company before retiring.

Table 4.1: Demographic Characteristics of Respondents

Variables	Category	Frequency (f)	Percentage (%)
Gender	Male	66	55.0
	Female	54	45.5
Age Group	21-30	45	37.5
	31-40	39	32.5
	41-50	27	22.5
	51 and above	9	7.5
Educational Level	Master's Degree	27	22.5
	Bachelor's Degree	69	57.5
	HND	15	12.5
	Other	9	7.5
Working Experience	Below 1 year	17	14.2
	1-5 years	34	28.3
	6-10 years	14	11.7
	11-15 years	30	25.0
	16 years and Above	25	20.8

N=120
Source: Field study, April 2017

For the educational qualification of the respondents under Table 4.1 above, majority of the respondents representing 57.5% had Bachelor's degree while a little above one-fifth (1/5) of the respondents representing 22.5% had Master's degree. Fifteen (15) of the respondents representing 12.5% had HND and only nine (9) of the respondents representing 7.5%. The outcome of the educational qualification implies that GRA has competent staff who are highly educated. Finally, seventeen (17) of the respondents representing 14.2% had less than one year working experience, thirty-four (34) respondents representing 28.3% had between 1-5 years working experience, fourteen (14) respondents representing 11.7% had between 6-10 years working experience, thirty respondents representing 25.0% had between 11-15 years working

experience and twenty-five (25) of the respondents representing 20.8% had either 16 years or more working experience. The results of the working experience by the respondents indicate that majority of the respondents (with a combined sum of sixty-nine (69) representing 57.5%) had six (6) years or more working experience.

4.3 Recruitment Process

The respondents were requested to indicate their levels of agreement with each of the five (5) statements relating to 'Recruitment Process' at Ghana Revenue Authority. The distribution of the four (4) grades of responses is presented in Table 4.2 below.

Table 4.2: Recruitment Process at Ghana Revenue Authority

Statements	SD f(%)	D f(%)	A f(%)	SA f(%)	Total
Recruitment helps create a talent pool of potential candidates	2(1.7%)	5(4.2%)	82(68.3%)	31(25.8%)	120
It increases the pool of job seeking candidates at minimum cost	3(2.5%)	20(16.7%)	81(67.5%)	16(13.3%)	120
It helps to increase the success rate of selection process	0(0.0%)	13(10.8%)	74(61.7%)	33(27.5%)	120
Recruitment helps to identify and prepare potential job applicants who will be the appropriate candidature for the job	0(0.0%)	15(12.5%)	71(59.2%)	34(28.3%)	120
Recruitment increases organization and individual effectiveness.	3(2.5%)	7(5.8%)	83(69.2%)	27(22.5%)	120

Source: Field study, April 2017
Note: SD=Strongly Disagree, D=Disagree, A=Agree, SA=Strongly Agree, f=Frequency, %=Percentage

From Table 4.2 above, the outcome of the statement, 'recruitment helps to create a talent pool of potential candidates', revealed that respondents representing 68.3% being majority of the respondents and 31 representing a little above one-fourth (1/4) of the respondents agreed and strongly agreed to the statement respectively while a very few number of 2 (1.7% of the respondents) and 5 (4.2% of the respondents) also strongly disagreeing and disagreeing respectively. This outcome goes to confirm the study done by Heneman et al. (2006) which shows that recruitment brings about a

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large pool of qualified applicants that makes it easy for firms to select any competent staff.

Table 4.2 above again shows that majority of the respondents (81) representing 67.5% and 16 of the respondents representing 13.3% agreed and strongly agreed that recruitment increases the pool of job seeking candidates at minimum cost respectively while a sum total of 23 respondents (2.5% and 16.7%) representing 19.2% of the respondents disagreed (strongly disagreed and disagreed respectively) that recruitment increases the pool of job seeking candidates at minimum cost. The huge sum percentage of strongly agree and agree being 80.8% implies that effective recruitment truly increases pool of qualified candidates at a minimum cost.

From Table 4.2 above again, there was no respondent who strongly disagreed that recruitment helps to increase the success rate of selection process. However, thirteen (13) representing 10.8% of the respondents disagreed while majority of the respondents representing 61.7% and a little above one-fourth (1/4) of the respondents representing 27.5% agreed and strongly agreed that recruitment helps to increase the success rate of selection process. The overwhelming agreement that recruitment helps to increase the success rate of selection process is in line with the definition for selection process that, "Selection is the process of picking individuals (out of the pool of job applicants) with requisite qualifications and competence to fill jobs in the organization" (Stone, 2005).

To the statement "*Recruitment helps to identify and prepare potential job applicants who will be the appropriate candidature for the job*" the outcome of the responses are shown on Table 4.2 above. In fact, there was no respondent who strongly disagreed

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with the statement but just a few number of people fifteen (15) representing 12.5% disagreed. A little above one-fourth (1/4) of the respondents representing 28.3% and more than half of the respondents representing 59.2% strongly agreed and agreed respectively. Thus, majority (87.5%) agreed with the statement above.

Finally, three (3) of the respondents representing 2.5% and seven (7) representing 5.8% strongly disagreed and disagreed respectively that recruitment increases organization and individual effectiveness. However, a little above one-fifth (1/5) representing 22.5% of the respondents and a huge majority representing 69.2% of the respondents strongly agreed and agreed respectively that recruitment increases organization and individual effectiveness.

4.4 Selection Process

The respondents were requested to indicate their levels of agreement with each of the five (5) statements relating to 'Selection Process' at Ghana Revenue Authority. The distribution of the four (4) grades of responses is presented in Table 4.3 below.

Table 4.3: Selection Process at Ghana Revenue Authority

Statements	SD f(%)	D f(%)	A f(%)	SA f(%)	Total
Selection helps to decide on who qualifies to join the company	4(3.3%)	3(2.5%)	77(64.2%)	36(30.0%)	120
Selection helps to decide on who is unqualified to join the company	4(3.3%)	17(14.2%)	72(60.0%)	27(22.5%)	120
The success rate of selection process depends on effective recruitment process	4(3.3%)	26(21.7%)	62(51.7%)	28(23.3%)	120
Selection helps avoid the concept of negligent hiring (candidates with criminal records)	10(8.3%)	17(14.2%)	56(46.7%)	37(30.8%)	120
Proper selection helps avoid wastages of valuable resources and money	8(6.7%)	10(8.3%)	63(52.5%)	39(32.5%)	120

Source: Field study, April 2017

From Table 4.3 above, four (4) of the respondents representing 3.3% and three (3) representing 2.5% of the respondents strongly disagreed and disagreed respectively that selection helps to decide on who qualifies to join the company while more than one-fourth (1/4) of the respondents representing 30.8% and majority of the respondents representing 64.2% strongly agreed and agreed that selection helps to decide on who qualifies to join the company respectively. These outcomes imply that during selection process, applicants who are qualified will definitely be discovered.

Similarly, from Table 4.3 above, four (4) of the respondents representing 3.3% and seventeen (17) representing 14.2% of the respondents strongly disagreed and disagreed respectively that selection helps to decide on who is unqualified to join the company while a little above one-fifth (1/5) of the respondents representing 22.5% and majority representing 60.0% of the respondents strongly agreed and agreed that selection helps to decide on who is unqualified to join the organization respectively. The outcome of the responses here implies that during selection process of applicants, those who are unqualified will eventually be discovered.

Moreover, more than half of the respondents representing 51.7% agreed that the success rate of selection process depends on the recruitment process that exists in the organization. A little above one-fifth (1/5) representing 23.3% of the respondents strongly agreed that the success rate of selection process depends on recruitment processes while four (4 of the respondents representing 3.3% strongly disagreed. There were quite a few number of twenty-eight (28) of the respondents representing 23.3% who disagreed that the success rate of selection process depends on effective

recruitment process. The outcome of this result implies that where the recruitment process is done effectively, it will have positive impact on the selection process.

Furthermore, to the statement, "Selection helps avoid the concept of negligent hiring (candidates with criminal records)" ten (10) of the respondents representing 8.3% and seventeen (17) representing 14.2% of the respondents strongly disagreed and disagreed respectively to this statement. Thirty-seven (37) representing 30.8% of the respondents and fifty-six (56) representing 46.7% of the respondents strongly agreed and agreed respectively that selection helps avoid the concept of negligent hiring (candidates with criminal records). The overwhelming agreement to selection process goes to confirm knowing more about the personal life of the candidate enables the employer make a better choice as to the attitudes and characters they will want to attract into their firms. Finally, from above Table 4.3 above, eight (8) of the respondents representing 6.7% strongly disagreed that proper selection helps avoid wastages of valuable resources and money but thirty-nine (39) representing 32.5% rather strongly agreed to that statement. Where ten (10) of the respondents representing 8.3% disagreed to the statement, more than half representing 52.5% of the respondents agreed that proper selection helps avoid wastages of valuable resources and money. This implies that high efficiencies can be achieved with proper selection process.

4.5 Recruitment and Selection Process that exist at GRA

The respondents were requested to indicate their levels of agreement with each of the five (5) statements relating to 'Recruitment and Selection Process that exist at Ghana

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Revenue Authority'. The distribution of the four (4) grades of responses is presented in Table 4.4 below.

Table 4.4: Recruitment and Selection Process that exist at GRA

Statements	SD f(%)	D f(%)	A f(%)	SA f(%)	Total
Staff are made aware of an existing vacancy or vacancies	8(6.7%)	29(24.2%)	57(47.5%)	26(21.7%)	120
I joined this firm through employee referral	26(21.7%)	39(32.5%)	39(32.5%)	16(13.3%)	120
I joined this firm through employment agencies	50(41.7%)	43(35.8%)	20(16.7%)	7(5.8%)	120
I was promoted from within this firm to occupy my current position	19(15.8%)	23(19.2%)	56(46.7%)	22(18.3%)	120
Job vacancies are made open to the public	9(7.5%)	33(27.5%)	63(52.5%)	15(12.5%)	120

Source: Field study, April 2017

First, from Table 4.4 above, it was realized that eight (8) of the respondents representing 6.7% strongly disagreed that staff are made aware of an existing vacancy or vacancies. Twenty-six (26) respondent representing 21.7% and Fifty-seven (57) representing 47.5% of the respondents strongly agreed and agreed that staff are made aware of an existing vacancy or vacancies respectively. It was revealed also that quite a number (28) of the respondents representing almost one-fourth (1/4) respondent disagreed that staff are made aware of an existing vacancy or vacancies. With a very high number of respondents agreeing to the statement, it implies that Ghana Revenue Authority makes use of internal recruitment and selection process.

Second from Table 4.4 above, twenty-six (26) of the respondents representing 21.7% strongly disagreed that they joined GRA through employee referral while sixteen (16) of the respondents strongly agreed to the statement. There were equal number of thirty-nine (39) respondents representing 32.5% who either disagreed or agreed that they joined GRA through employee referral. The outcome of the responses here

implies that a sum total of strongly disagree (26) and disagree (21) representing 54.2% being more than half of the respondents joined GRA through different sources other than employee referral.

Third from Table 4.4 above, fifty (50) of the respondents representing 41.7% and 43 representing 35.8% of the respondents strongly disagreed and disagreed respectively that every joined GRA through employment agencies while seven (7) representing 5.8% and 20 respondents representing 16.7% strongly agreed and agreed respectively that they joined GRA through employment agencies. The outcome of the responses here implies that a sum total of strongly disagree (50) and disagree (43) representing 77.5% being more than two-thirds (2/3) of the respondents also joined GRA through different sources other than employment agencies.

Fourth, from Table 4.4 above nineteen (19) of the respondents representing 15.8% and twenty-three (23) representing 19.2% strongly disagreed and disagreed respectively that they were promoted from within GRA to occupy their current position. However, most of the respondents representing 46.7% and almost one-fifth of the respondents representing 18.3% agreed and strongly agreed respectively for being promoted from within GRA to occupy their current position. The outcome of the responses here implies that a sum total of strongly agree (56) and agree (22) representing 65% being almost two-thirds (2/3) of the respondents confirm being promoted from within to occupy their present positions.

Finally, from Table 4.4 above, there were nine (9) of the respondents representing 7.5% and 33 representing 27.5% of the respondents strongly disagreed and disagreed respectively that job vacancies at GRA are made open to the public. However, more

than half of the respondents representing 52.5% and a few number of fifteen (15) representing 12.5% agreed and strongly agreed that job vacancies are made open to the public. This outcome implies that GRA announces vacancies created within their outfit for the public to also have the privilege to apply.

4.6 Level of Work-Performance of Employees

The respondents were requested to indicate their levels of agreement with each of the five (5) statements relating to 'Level of Work-Performance of Employees at Ghana Revenue Authority'. The distribution of the four (4) scales of responses is presented in Table 4.5 below.

Table 4.5: Level of Work-Performance of Employees

Statements	SD f(%)	D f(%)	A f(%)	SA f(%)	Total
I complete daily task easily and faster	3(2.5%)	7(5.8%)	76(63.3%)	34(28.3%)	120
I have great sense of accountability for results	1(0.8%)	7(5.8%)	63(52.5%)	49(40.8%)	120
I am able to exceed the target set for me by my superior	0(0.0%)	14(11.7%)	76(63.3%)	30(25.0%)	120
I take reasonable initiatives in improving working methods	2(1.7%)	10(8.3%)	69(57.5%)	39(32.5%)	120
I have great command over my duties	1(0.8%)	1(0.8%)	59(49.2%)	59(49.2%)	120

Source: Field study, April 2017

Table 4.5 above shows that three (3) of the respondents representing 2.5% and seven (7) representing 5.8% strongly disagreed and disagreed respectively that they complete daily task easily and faster while majority of the respondents (76) representing 63.3% and 34 respondents representing 28.3% agreed and strongly agreed respectively that they complete daily task easily and faster. The overwhelming Outcome of the responses implies that the GRA attracts competent staff.

Again Table 4.5 above also shows that one (1) of the respondents representing 0.8% and seven (7) representing 5.8% strongly disagreed and disagreed respectively that

they have great sense of accountability for results while more than 63 of the respondents representing 52.5% and 49 representing 40.8% agreed and strongly agreed respectively that they have great sense of accountability for results. The overwhelming outcome of the responses implies that GRA attracts staff who are responsible (staff who are not only results driven but also accountable).

Similarly, from Table 4.5 above, with the statement of 'I am able to exceed the target set for me by my superior', there was no respondent who strongly disagreed even though fourteen (14) of the respondents representing 11.7% disagreed to it. Exactly one-fourth (1/4) of the respondents representing 25% and majority of the respondents representing 63.3% strongly agreed and agreed respectively that they are able to exceed the targets set for them by their superiors. The overwhelming outcome of the responses implies that GRA attract task and results oriented people. Moreover, Table 4.5 above, again shows that two (2) of the respondents representing 1.7% and ten (10) representing 8.3% strongly disagreed and disagreed respectively that they take reasonable initiatives in improving working methods while 69 of the respondents representing 57.5% and almost 39 representing 32.5% agreed and strongly agreed respectively that they take reasonable initiatives in improving working methods. The overwhelming outcome of the responses implies that the GRA attract people who can be innovative.

Finally, from Table 4.5 above, an equal number of one (1) being 0.8% of respondents strongly disagreed and disagreed that they have great command over their duties, while another equal number of fifty-nine (59) respondents each being 49.2% strongly agreed and agreed they have great command over their duties. This implies that a very

high significant number of ninety-eight (98) being 98.4% of staff at GRA are professionally competent.

4.7 Impact of Recruitment and Selection on Work-Performance at GRA

The researcher sought to evaluate the impact of recruitment and selection process on work-performance at Ghana Revenue Authority by asking the respondents to assign ratings ranging from 'excellent, very good, good and poor' to the question, 'In general, which of the following ratings best suit the impact of recruitment and selection process on work-performance at Ghana Revenue Authority?'. Respondents were also provided a space to specify their own ratings if they are unsatisfied with the ones provided by the researcher. The outcome results is illustrated on Table 4.7 below.

Table 4.6: The Impact of Recruitment and Selection on Work-performance

Impact Ratings	Frequency (f)	Percentage (%)
Excellent	8	6.7
Very Good	85	70.8
Good	27	22.5
Poor	0	0.0

Source: Field study, April 2017

From Table 4.6 above, none of the respondents chose poor or provided their own ratings other than the ratings provided by the researcher. Thus, the respondents personally did not rate the impact of recruitment and selection on their work-performance as poor. For the three ratings the respondents selected, 'Excellent' had the lowest ratings as only eight (8) respondents representing 6.7% selected it. 'Very Good' had the highest ratings as eight-five (85) of the respondents representing 70.8% selected it and 'Good' had the second highest as it was rated by twenty-seven (27) of the respondents representing 22.5%. The output of this analysis implies that the

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influence of recruitment and selection process on work-performance at Ghana Revenue Authority is very good.

4.8 Relationship Between Recruitment and Selection process on work performance

Table 4.7 below shows the spearman's correlation matrix for recruitment and selection process based on the variables: Q1- Q10

Table 4.7(a): Correlation Matrix for Recruitment and Selection Process

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
Q1	1									
Q2	.285**	1								
Q3	.291**	0	1							
Q4	.292**	0	.331**	1						
Q5	.206*	.244**	.271**	.460**	1					
Q6	**.348****	0	**.356****	**.258****	0	1				
Q7	0	0	0	**.260****	0	.299**	1			
Q8	**.218***	0	0	**.369****	0	.226*	.195*	1		
Q9	0	0	**.217***	0	**.202***	.217*	0	.324**	1	
Q10	**.300****	0	**.241****	**.401****	**.305****	.489**	.192*	.450**	.404**	1

Table 4.7(b): Variables of Recruitment and Selection Process

Q1	Recruitment helps create a talent pool of potential candidates	Q6	Selection helps to decide on who qualifies to join the company
Q2	It increases the pool of job seeking candidates at minimum cost	Q7	Selection helps to decide on who is unqualified to join the company
Q3	It helps to increase the success rate of selection process	Q8	The success rate of selection process depends on recruitment process
Q4	Recruitment helps to identify and prepare potential job applicants who will be the appropriate candidature for the job	Q9	Selection helps avoid the concept of negligent hiring (candidates with criminal records)
Q5	Recruitment increases organization and individual effectiveness	Q10	Proper selection helps avoid wastages of valuable resources and money

A Spearman's correlation was run to assess the relationship between recruitment process variables of respondents against a selection process as shown in Table 4.7(a) above. From Table 4.7(a), Q1, Q2, Q3, Q4 and Q5 represent variables of Recruitment Process as shown in Table 4.7(b). Similarly, Q6, Q7, Q8, Q9 and Q10 represent variables of the Selection Process as depicted in Table 4.7(b) above. From the correlation matrix generated, it is evident that the more recruitment creates a talent

pool of potential candidates for GRA the better the selection process helps decide on who qualifies to join the company (r = 0.348; p=0.000<0.01) and also avoids wastage of valuable resources and money (r =0.300; p=0.001<0.01). In the same vein, the more the recruitment creates a talent pool of potential candidates the greater the success rate of selection process (r = 0.218; p=0.017<0.05). Similarly, the more recruitment helps to increase the success rate of selection process the more selection also helps to decide on who qualifies to join the company (r=0.356, P=0.000<0.01) and helps avoid the concept of negligent hiring (candidates with criminal records) (r=0.241, P=0.008<0.01). Again the more recruitment increases the success rate of selection process positively, the greater selection helps avoid wastages of valuable resources and money (r=0.217, P=0.017<0.05)

Moreover, the more recruitment identifies and prepares potential job applicants who will be the appropriate candidature for the job, the better the selection process will help to decide on who qualifies to join the company (r=0.258, P=0.004<0.01) and who is unqualified to join the GRA (r=0.260, P=0.004<0,01).Furthermore, the more recruitment identifies and prepares potential job applicants for GRA the better the success rate of selection process would be (r=0.369, P=0.000<0.01) as well as avoiding wastages of valuable resources and money (r=0.401, P=0.000<0.01). Finally, the more recruitment increases organization and individual effectiveness the greater selection avoids the concept of negligent hiring (candidates with criminal records) (r=0.202, P=0.027<0.05) as well as wastages of valuable resources and money (r=0.305, P=0.001<0.01).

4.9 Influence of Recruitment and Selection Process on Work-Performance

Table 4.7 below shows the spearman's correlation matrix between recruitment and selection process that exist at GRA and level of work performance

Table 4.8(a): Correlation between Recruitment & Selection Process and Work Performance

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
Q1	1	0.122	-0.152	0.029	.260**	**.338**	-0.04	0.039	-0.069	-0.13
Q2		1	0.07	.200*	0.121	-0.075	-0.097	0.136	0.025	-0.083
Q3			1	0.161	.223*	**-.332**	-0.103	0.033	0.057	0.061
Q4				1	.331**	0.08	0.054	-0.016	**.187***	-0.039
Q5					1	0.141	0.095	0.063	0.085	0.127
Q6						1	.482**	.217*	0.123	0.174
Q7							1	.381**	.434**	.371**
Q8								1	0.042	.391**
Q9									1	0.129
Q10										1

(1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree).
** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).

Table 4.9(b): Variables of Recruitment & Selection Process that Exist at GRA and Level of Work Performance

Q1	Staff are made aware of an existing vacancy or vacancies	**Q6**	I complete daily task easily and faster
Q2	I joined this firm through employee referral	**Q7**	I have great sense of accountability for results
Q3	I joined this firm through employment agencies	**Q8**	I am able to exceed the target set for me by my superior
Q4	I was promoted from within this firm to occupy my current position	**Q9**	I take reasonable initiatives in improving working methods
Q5	Job vacancies are made open to the public	**Q10**	I have great command over my duties

From Table 4.8(b), Q1, Q2, Q3, Q4 and Q5 represent variables of Recruitment and Selection Process that Exist at GRA; Q6, Q7, Q8, Q9 and Q10 represent variables of Level of Work Performance. It is evident that Q1 (Staff are made aware of an existing vacancy or vacancies) strongly influences Q6 (Staff complete daily task easily and faster) with employees who are made aware of existing vacancies at GRA relatively completing their daily task more easily and faster than staff who are not (r = 0.338; p=0.000<0.01). Furthermore, Q3 (staff joined this firm through employment agencies) has a strong negative association with Q6 (Staff complete daily task easily and faster)

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as the more employees at GRA joined the firm through employment agencies, the less these employees relatively performed their daily task easily and faster (r = -0.332; p=0.000<0.01). Finally, Q4 (staff were promoted from within this firm to occupy their current position) has a weak positive correlation with Q9 (staff take reasonable initiatives in improving working methods). However, their relationship is fairly significant (r =0.187; p=0.041<0.05).

The next chapter which is chapter five summarizes the main findings of the study and gives the conclusion as well as substantial recommendations for future research.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of major findings of the study, conclusion and recommendations. Suggestions for further research are also provided. The study evaluated the relationship between recruitment and selection process on work-performance in the public sector of Ghana using Ghana Revenue Authority of the Greater Accra Region as a case study. The case study research design was adopted for the study. The study used both qualitative and quantitative research approaches. The target population (N=1023) for the research comprised of all personnel of the three main divisions of Ghana Revenue Authority in the Greater Accra Region of Ghana. The three main divisions included Customs Division, Domestic Tax Revenue Division (DTRD) and the Support Services Division (SSD). One hundred and twenty (120) respondents were sampled for the study. The study used structured questionnaires as the main research instrument. SPSS version 16 was used to analyse data. Data was presented using Tables, Frequencies, Percentages and Correlation. A summary of findings on evaluating the relationship between recruitment and selection process on level of work performance is presented in subsection 5.2 below.

5.2 Summary of Major Findings

The study evaluated the relationship between recruitment and selection process on work- performance in the public sector of Ghana. The main findings of the study under the various objectives are presented below.

It was found that GRA makes use of both internal and external recruitment process. Majority of respondents confirmed they joined the organization through different

sources such as employee referral and being promoted from within to occupy current positions. Few staff joined GRA through employment agencies. However, GRA announces vacancies created within their outfit for the public to have the privilege to apply. During selection process, applicants who are qualified will definitely be discovered as well as those who are unqualified. Moreover, effective selection process depends on how well recruitment process is done. When this happens, recruitment process eventually will have positive impact on the selection process. Furthermore, the concept of negligent hiring (candidates with criminal records) is avoided with proper selection process. High efficiencies are therefore achieved with proper selection process in any serious organization.

Similarly, there is a positive strong correlation between recruitment process and selection process at the GRA. The more recruitment identifies and prepares potential job applicants for GRA, the better the success rate of selection process would be. However, the influence of recruitment and selection process that exist at GRA on the level of work performance was partially confirmed even though employees performed their daily tasks easily and faster upon being made aware of an existing vacancy at GRA. It was confirmed from the study that, the more recruitment increases organization and individual effectiveness the greater selection avoids the concept of negligent hiring as well as wastages of valuable resources and money. Employees who also join GRA through external sources such as employment agencies tend to have low performance compared to those promoted from within GRA to occupy vacant positions. Internal sources of recruitment and selection enable employees to have the ability and capacity to take reasonable initiatives in improving working methods since they already understand the cultural dynamics of their organization.

Moreover, employees at GRA complete daily task easily and faster. GRA attracts staff who are responsible (staff who are not only results-driven but also accountable). GRA attracts personnel who can meet high expectations created for them by their superiors. Staff at GRA are innovative. They take reasonable initiatives in improving working methods. As a result of the high professional competence level at GRA, their staff have great command over their duties. The influence of recruitment and selection process on work- performance at GRA is very good.

Finally, there was significant relationship between employees who were promoted from within GRA to occupy their current position and employees who take reasonable initiatives in improving working methods. Employees who are promoted from within to occupy current positions complete daily tasks easily and faster than employees recruited through employment agencies.
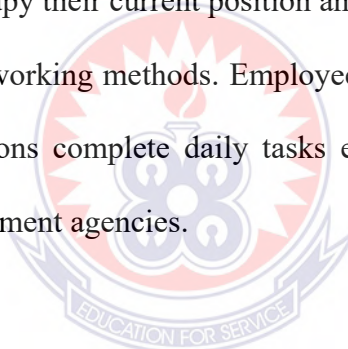
5.3 Conclusion

Recruitment and selection is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization. In simpler terms, recruitment and selection are concurrent processes and are void without each other. The main objective of this thesis was to evaluate the relationship between recruitment and selection process on work performance within Ghana Revenue Authority.

Employees at GRA have positive perception about the recruitment and selection processes that take place at GRA. When selection process is done well, organizations will always find the most qualified and suitable candidate for the job. It is imperative

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to state that, effective selection process cannot be achieved with poorly conducted recruitment process. For this reason, every recruitment process must be conducted in a well-organized manner that will have positive impact on the selection process. Moreover, proper recruitment and selection processes help create value for organizations by avoiding what is called negligent hiring (candidates with criminal records) and ensuring high efficiencies and effectiveness.

Even though, recruitment process goes hand in hand with selection process at the GRA, they do not have total determination on how employees will perform in general. Employee performance may also be determined by certain factors such as motivation, work environment, leadership style and type of training and development programmes, to mention but a few. Moreover, employees in order to catch the eyes of their bosses or superiors tend to put up their optimum best when new vacancies are made known to them. Interestingly, when organizations engage new staff, these new staff however are usually unable to perform at the initial stages of their employment. These new staff will then have to understand the organizational culture to be able to perform. On the other hand, those promoted from within already understand the culture of the organization they work for thereby making it easier for them to excel in their new roles.

The level of work performance at GRA is generally encouraging. This could be attributed to the caliber of competent staff who understand the operations of GRA that it has the tenacity to attract. When organizations engage the services of those who understand its operations, daily task could usually be done with ease and faster. Also, organizations who attract results-driven personnel also end up attracting personnel

who can work to ensure accountable. When organizations attract people with high performing ability, it makes such organizations easier to realize any high targets it sets for itself. Staff with high performing ability mostly could end up being innovative.

5.4 Recommendations

Upon the key findings and the conclusion above, the study recommends the following:

A. The human resource department should have a clear-cut human resource policy on how people should join GRA.

B. Workers within GRA should be given the first priority to apply for any vacancy that occurs at GRA since existing employees have a fair knowledge of the operation and cultural dynamics of the company.

C. Any existing vacancy should be made known to employees of GRA as this will enable them to increase the rate at which they work.

D. The human resource department should have a training and development plan to equip employees who join GRA through external sources such as employment agencies, employee referrals and unsolicited applicants, to mention but a few, with the right skills, knowledge and attitude to enable them perform well.

5.5 Suggestions for Further Research

The research was limited to specific areas due to the stipulated time frame for the research, therefore it is suggested that, further research be carried out to cover other areas in the public sector of Ghana to aid generalization of the results. Any new study should tackle very specific areas of adherence to recruitment and selection practices,

ways of improving recruitment and selection practices and challenges associated with recruitment and selection to address the forces that improve employee performance. The researcher also advises future researchers against preparing questionnaire without the inputs of the sectional heads of the company that may be selected for a study as this can affect the findings of the results for the study.

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APPENDIX A

QUESTIONNAIRE FOR RESPONDENT

Dear Respondent,

This questionnaire is designed to assist in *evaluating the recruitment and selection process on work-performance at Ghana Revenue Authority*. The researcher is a Master of Business Administration (MBA) student at University of Education Winneba-Kumasi Campus. Kindly complete this questionnaire as objectively as possible. The information given out is solely for academic purpose and will be treated as confidential. Thank you. Write or tick (√) the appropriate response to each of the questions.

<u>SECTION A-DEMOGRAPHIC INFORMATION</u>

INSTRUCTION: PLEASE CIRCLE THE FOLLOWING APPROPRIATELY

1. **Gender**
   a) Male
   b) Female

2. **Age**
   a) 21 – 30 years
   b) 31- 40 years
   c) 41-50 years
   d) 51 years and Above

3. **Educational Qualification**
   a) Master's Degree
   b) Bachelor's Degree
   c) HND
   d) Other, Please Specify:_____

4. **Working experience in years**
   a) Below 1 year
   b) 1 – 5
   c) 6 – 10
   d) 11 – 15
   e) 16 years and above

SECTION B – INFORMATION ON THE STUDY

Instruction: Please tick (√) the following questions correctly and note also that:
Strongly Disagree =SD, Disagree =D, Agree =A and Strongly agree =SA

SN	Statement on Recruitment	SD	D	A	SA
5.	Recruitment helps create a talent pool of potential candidates	1	2	3	4
6.	It increases the pool of job seeking candidates at minimum cost.	1	2	3	4
7.	It helps to increase the success rate of selection process	1	2	3	4
8.	Recruitment helps to identify and prepare potential job applicants who will be the appropriate candidature for the job.	1	2	3	4

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9.	Recruitment increases organization and individual effectiveness	1	2	3	4
SN	**Statement on Selection**	**SD**	**D**	**A**	**SA**
10.	Selection helps to decide on who qualifies to join the company	1	2	3	4
11.	Selection helps to decide on who is unqualified to join the company	1	2	3	4
12.	The success rate of selection process depends on recruitment process	1	2	3	4
13.	Selection helps avoid the concept of negligent hiring (candidates with criminal records)	1	2	3	4
14.	Proper selection helps avoid wastages of valuable resources and money	1	2	3	4
SN	**Statement on Recruitment and Selection Process that exist at GRA**	**SD**	**D**	**A**	**SA**
15.	Staff are made aware of an existing vacancy or vacancies	1	2	3	4
16.	I joined this firm through employee referral	1	2	3	4
17.	I joined this firm through employment agencies	1	2	3	4
18.	I was promoted from within this firm to occupy my current position	1	2	3	4
19.	Job vacancies are made open to the public	1	2	3	4
SN	**Statement on Level of Work-Performance of Employees**	**SD**	**D**	**A**	**SA**
20.	I complete daily tasks easily and faster	1	2	3	4
21.	I have great sense of accountability for results	1	2	3	4
22.	I exceed targets set for me by my superior	1	2	3	4
23.	I take reasonable initiatives in improving working methods	1	2	3	4
24.	I have great command over my duties	1	2	3	4

25. In general, how will you rate the influence of recruitment and selection process on work-performance at Ghana Revenue Authority?

(a). Excellent [ ]   **(b).** Good [ ]

(c). Average [ ]   **(d).** Poor [ ]