

Recruitment and Selection Strategies and Processes in Public Sector Organisations: Perceptions and Realities

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Abstract

This research was conducted to investigate the widely held perception that recruitment and selection into public sector organisations are influenced greatly by political interference, family connections, religious affiliation and the payment of money. The recruitment and selection processes of the Ghana Water Company in Ho were examined; 440 questionnaires were administered among selected management staff, current and redeployed employees of the Company and customers of the Company in the Ho Municipality. Opinion leaders and labour unions were also interviewed. It was found out that the recruitment and selection processes of the Company are merit based as 86.4% of the staff were employed purely on merit. Nevertheless, there were isolated cases of employment of a few people through political interference, family connections and other affiliations. The study recommends that the recruitment and selection processes into public sector organisations should be treated with maximum credibility and integrity to eliminate perceptions of influences or factors other than merit.

Key words: Public sector organisations, recruitment and selection processes, political interference, family connections and religious affiliation.

Introduction

Recruitment is a set of activities an organisation uses to attract job candidates who have the required abilities, relevant knowledge and the appropriate values and attitudes for the job in question. Recruitment is therefore the process of searching for and obtaining potential job candidates in sufficient numbers and quality so that the organisation can select the most appropriate candidate(s) for the job (Weeratunga 2007).

Recruitment of employees is affected by three main issues in most organisations; namely:

- The recruitment requirements
- Organisational policies and procedures
- Organisational image

Prospective employees, on the other hand look at recruitment from several perspectives; like; the applicant's abilities, aptitude and attitudes, preferences based on past experiences, friends' attitudes, and the influence of parents, teachers and peers (Weeratunga 2007).

Selection of candidates for a particular job or position depends on:

- The nature of the labour market
- Union/professional bodies' requirements
- Government regulation

The success of public sector organisations depends on the employment of the right people in the right numbers at the right time. Choosing the right person for the job is therefore critical to the success of every organisation. The recruitment and selection of the right calibre of people for the job is critical to the successful accomplishment of organisational objectives. It is therefore imperative for recruitment and selection processes to be conducted in ways that inspire confidence in the organisation and motivate employees to give off their best towards the achievement of organisational objectives (Weeratunga 2007).

Statement of the Problem

This article investigates the recruitment and selection processes for engaging qualified job applicants into the Ghana Water Company, Ho, from 1995 to 2005, against the general perception of the susceptibility of these processes in public sector organisations to political interferences, tribal affiliation, pressures for sexual favours, and bribery and corruption of management staff before offering employment to prospective candidates (Glueck 1978). Recruitment and selection processes require people who are well trained in the art of recruitment and selection. It is desirable that recruiters exhibit friendliness, knowledge of the job area, truthfulness and integrity (Weeratunga 2007). Major flaws identified in recruiters in available literature include; lack of interest in applicants, lack of enthusiasm on the part of recruiters, stressful or too personal interviews, and gravitation towards questions that are not really related to the job in question and attempts by powerful elements in society to influence the process in favour of some particular candidates (Weeratunga 2007).

The article also examines the recruitment and selection process of the Ghana Water Company, Ho, to find out the veracity of these perceptions and the effect of any such perceptions on the achievement of organisational objectives. This research sought to answer the following questions:

- What is involved in the recruitment and selection processes?
- What factors influence the recruitment and selection in public sector organisations?
- What procedures are adopted in the recruitment and selection processes?
- Are persons involved in these processes properly trained and professionally competent for carrying out these functions?

Aims and Objectives of the Study

The objectives of the study are to examine the nature of recruitment and selection strategies as against practices; ascertain the factors that influence the recruitment and selection process; determine the professional competence of persons who carry out the processes and evaluate their effects on organisations.

Hypothesis

Despite the widely held perception that recruitment and selection processes into public sector organisations are largely influenced by factors like, political interferences, tribalism, bribery and corruption and pressures for sexual favours, recruitment and selection into the Ghana Water Company from 1995 to 2005 were predominantly merit based.

Methodology and Scope

The study was limited to the recruitment and selection processes of the Ghana Water Company Limited the Ho Municipality from 1995 to 2005. Four hundred and forty (440) questionnaires were administered among 170 staff, 20 management staff, 100 redeployed employees of the Company and 150 customers in Ho. Interviews were held with management staff, organised labour unions, and other opinion leaders of the Ghana Water Company to investigate the circumstances of their recruitment and selection for employment within the Company from 1995 to 2005. Statistical Package for Social Scientists (SPSS) was used to analyse data collected from the field.

Literature Review

Recruitment and Selection Strategies

Bennett (1994) defined recruitment as the drafting or revision of an accurate job specification for a vacant position, outlining its major and minor responsibilities, the skills, experience and qualification needed, grade and level of pay, starting date, whether temporary or permanent, and particulars of any special conditions attached to the job.

Bennett (1994) also defined selection as 'matching the requirements of a job with the attributes of candidates'. This is facilitated by drafting a persons' specification, defining the background, education, training, personality and other characteristics of the ideal candidate. According to Glueck (1978), recruitment is the set of activities an organisation uses to attract job candidates who have the abilities and attitudes needed to help the organisation achieve its objectives.

Hellriegel (1995a) also defined recruitment as the 'process of searching both inside and outside the organisation for people to fill vacant positions'. He also noted that recruitment should be concerned with identifying potential employees or new recruitment needs. Hellriegel (1995a) pointed out that, recruitment is a form of business competition, whereby the organisation that succeeds in recruiting the best job candidates, has competitive advantage over the others. Just as corporations compete to develop, manufacture and market the best product or service, so they must also compete to identify, attract, and hire the most qualified people. Recruitment is a business and it is big business, yet each set of organisational circumstances differs and the range of recruitment needs is broad. A small manufacturer in a well populated rural area faces recruitment challenges that are far different from those of a high technology firm operating in the global markets. Recruitment and selection are the major tools used to acquire the vital assets and they are not only concerned with engaging the required number of people but ensuring that they meet the required quality standards.

Selection, according to (Nalarine Cornelius 1999) means matching the requirement of a job with the attributes of candidates. This is facilitated by drafting an applicant's specification, defining his background, education, training, personality and characteristics. The specification might detail the mental disposition needed for the job, appearance requirements and special abilities needed to lead or cope with stress. Selection involves assessing the candidates by various means and making an appropriate choice followed by an offer of employment Nalarine Cornelius (1999).

Sources of Recruitment:

Hellriegel (1995a) stated that when faced with the cost of recruiting, organisations try to identify and attract qualified employees who would stay with them as long as the organisation wanted them to. Typically a departmental manager submits a personnel requisition to the organisation's Human Resources Department. This requisition identifies the department in which the vacancies exist, the job title, job specification and salary range. Hellriegel (1995a) observed that, although recruitment activities are normally formal and bureaucratic, informal social processes also play a part, because many people find jobs through friends who inform them of job vacancies they have know about.

Recruitment Strategies:

According to Bateman (1993) recruitment may be internal to an organisation or external to it. Basically there are two major categories sources of applicants for recruitment: Internal and external. Zeithraml (1993) pointed out that if an organisation has been doing an effective job of selecting employees, one of the best sources of supply for job openings is its own employees. Rue and Byars (1995) also pointed out that, promotion from within is a policy many organisation follow.

Rue and Byars (1995) have outlined some advantages of internal recruitment as follows:

Advantages of Internal Recruitment

- An Organisation has a good idea about the strength and weaknesses of its own employees.
- Employees' morale and motivation are positively affected by internal promotions, assuming such promotions are perceived as being equitably related to performance.
- Transfers sometimes can serve to protect employees from lay-off or to broaden their job experiences. Furthermore, the transferred employee's familiarity with the organisation and its operations can eliminate the orientation and training costs that recruitment from the outside would entail.
- The transferee's performance record is likely to be a more accurate predictor of the candidate's success than the data gained about outside applicants.
- Finally, most organisations have a sizeable investment in their employees, using the abilities of present employees to their fullest extent, improves the organisations return on its investment.

Internal Recruitment

In the opinion of Zeithraml (1993) whether or not a particular job vacancy would be filled by someone from within the organisation or from outside would depend upon the availability of personnel, the organisation's human resource policies and the requirement of the job to be filled. Most organisations try to follow a policy of filling job vacancies above the entry level position through promotions and transfers. By filling vacancies in this way an organisation can capitalise on the investment it has made in recruiting, selecting, training and developing its current employees. If an organisation has been doing an effective job of selecting employees, one of the best sources of supply for job openings is its own employees.

Disadvantages of Internal Recruitment

Internal recruitment has certain drawbacks. According to Lawrence (2000), 'in a hierarchy, the individual tends to rise to his levels of incompetence'. In other words people get promoted in an organisation and ultimately reach a level at which they are unable to perform. However, knowing the present skills of employees (skills inventory) and knowing the present skills required would help to know whether bringing someone from outside will be beneficial.

External Recruitment:

External recruitment has the capacity to bring in fresh or new blood into the company and can inspire innovation. The most frequently used sources of outside applicants are newspaper advertisements, employee's referrals and college campus recruitment (Bateman and Zeithraml 1993).

Advantages of External Recruitment

- Candidates are a potential source of new ideas.
- Candidates may have broader experience.
- Candidates may be familiar with competitors.
- Candidates may have new specialties (Bateman and Zeithraml 1993).

Disadvantages External Recruitment

- The probability of making a mistake is higher because of less reliable information.
- Potential internal candidates may be resentful.
- The new employees may have a slower start because of the need for orientation to the organisation

The recruitment process may be expensive (Bateman and Zeithraml 1993). Internal recruitment, however, has some drawbacks. According to Lawrence (1998) in a hierarchy, individuals tend to rise to their levels of competence. In other words, people get promoted in an organisation and ultimately reach a level at which they are unable to perform.

Rue and Byars (1995) said, promotion from within is a policy many organisations follows. In deciding how to implement recruitment activities, initial consideration should be given to a company's current employees, especially for filling jobs above the entry level. If external recruiting efforts are undertaken without considering the desires, capabilities and potential of present employees, both short and long run costs may be incurred. In the short run, they noted, morale may degenerate; in the long run, an organisation with a reputation for consistent

neglect of in-house talents may find it difficult to attract new employees and to retain experienced ones. The effective use of internal sources, therefore, requires a system for locating qualified job candidates and for enabling those who consider themselves qualified to apply for the opening (Bohlander et al 2001).

Job Posting and Bidding

Organisations communicate information about job openings through a process referred to as job posting and bidding. This process involved posting vacancy notices on bulletin boards or on lists available to all employees. Interested employees must reply within a specified number of days, with or without the consent of their immediate supervisors. It can also include the use of designated posting contents, employees' publications, special handouts, direct mail and public address messages.

Newspapers carry many help – wanted advertisement, available professional positions that require specialised backgrounds are advertised in many professional journals. While newspapers and trade journals are the media most often used, radio, TV, billboards, posters and electronic mail are also utilized. These media have the advantage of reaching a larger audience of possible applicants.

Many employers receive unsolicited applications and résumé from individuals who may or may not be good prospects for employment. It is often believed that individuals who on their own initiative contact the employer would be better employees than those recruited through newspaper advertisement (Bohlander et al 2001). Employee referrals are one of the best and most consistently used sources of new employees.

Reliance on employee's referrals may, however, perpetuate past discrimination, if the workforce is homogeneous. The recruitment efforts of an organisation can be aided by employee referrals or recommendations made by current employees (Bohlander et al 2001).

In the opinion of Bohlander et al (2001), public employment services list primarily the unemployed and to a lesser extent those seeking job changes. Consequently, public employment agencies have the opportunity to refer to employers with job openings those for applicants with the required skills who are available for employment Private employment services differ according to who pays for them. Search consultants are paid by organisations for the recruitment of upper level professionals and managers. In contrast, employment agencies collect their fees from jobs seekers.

Executive search firms, in contrast to public and private employment agencies, help job seekers to find the right job or help employers find the right person for a job. Executive search firms also charge for their services but this may range from 30 to 40 percent of the annual salary for the position to be filled. In cases of recruiting senior executives, this fee is paid by the client firm, whether or not the recruiting effort results in a hire (Bohlander et al 2001). Many companies' homepages include information about job openings as well as a system for electronic submission of resumes (Bohlander et al 2001). Listing of members seeking employment may be advertised in journals or publicised in national dailies.

Important Concepts in the Selection Process:

John Bratton and Jeffrey Gold (1999) considered two concepts that have been of particular importance in selection, namely; reliability and validity. The degree to which interview tests and other selection procedures yield comparable data over a period of time is known as reliability. Example, unless interviewers judge the capabilities of a group of applicants to be the same today as they did yesterday, their judgments are unreliable. Likewise tests that give widely different scores when they are administered to the same individual a few days apart are unreliable.

Reliability also refers to the consistency of test scores over time and across alternative measurement, thus when three different interviewer's talk to the same job candidate, there must be almost the same conclusions about the candidates' ability. In addition to having reliable information pertaining to a person's suitability for a job, the information must be as valid as possible. Validity refers to what tests or other selection procedures measure and how well they measure them. In short, validity refers to the degree to which a test or selection procedure measures a persons attributes (Bohlander, et al 2001).

Selection Methods:

The next step in the selection process is a comparison of the application forms with the personnel specifications for attributes that indicate the suitability of the candidate for the job and determining any shortcomings that might either rule out the candidate from being considered or selection that would necessitate a special training if engaged. From this comparison, the recruiter can make a list of qualified candidates for interview and a list of those to be rejected. The candidates to be rejected should be written to at once regretting their lack of success. After a short list has been drawn up, the recruiter then decides what type of interview should be conducted – individual, successive or panel and what test should be used; whether an intelligence test, an aptitude test or an achievement test. Leaderless group discussion can also be used if the vacancy is appropriate (Bohlander et al

2001).

Perception of Interference in the Recruitment and Selection Processes

There have being perceptions of political interference, tribalism and favouritism, sexual discrimination and harassment in the recruitment and selection processes.

- *Sex Discrimination:* Where employers deliberately require a particular sex for particularly job. E.g. a lady for the Secretaryship position.
- *Nepotism:* Where it is believed by the employer that applicants from particular geographical area can best do the job.
- *Sexual Affairs:* Some employers ask for sexual affairs from applicants especially from female ones before placing them on the job.

Although discrimination in many areas of personnel management takes place constantly on the basis of personal qualities, experience, age, nepotism and gender, an employer should be able to show that the criteria for selection are fair, appropriate and without any bias.

Presentation and Analysis of Data

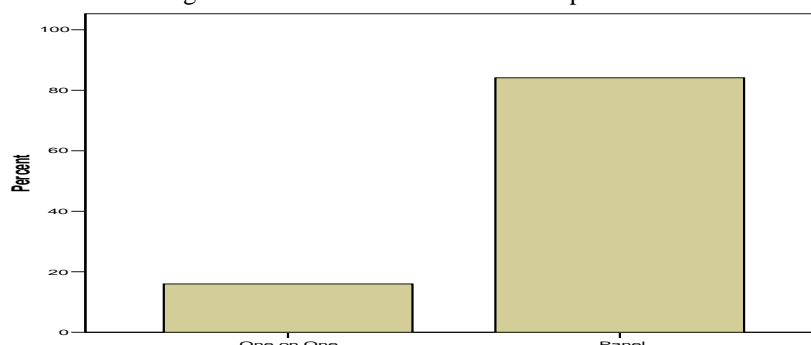
The recruitment and selection processes of the Ghana Water Company in Ho were examined; 440 questionnaires were administered among selected management staff, current and redeployed employees of the Company and customers of the Company in the Ho Municipality. Opinion leaders and labour unions were also interviewed. The data collected are presented and analysed as follows: The sources of recruitment in Table 1 shows that 29.5% of the respondents got the vacancy information from dailies or newspapers, 6.8% had theirs from the media (i.e. radio and television), 59.1% also had theirs from friends and relatives and 2.3% did not respond to this question.

Table 1: Knowledge of Vacancy

Responses	No. of Respondents (Frequency)	Percentages
Dailies/Newspapers	130	29.5
Media	30	6.8
Friends/Relatives	260	59.1
Others	10	2.3
Non-Response	10	2.3
Total	440	100

Source: Field Survey, June 2009

Figure 1: Mode of Recruitment of Respondents



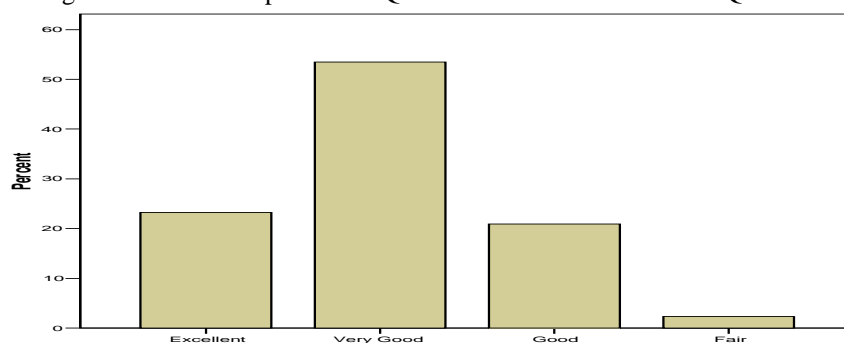
After respondents were asked of the way they were recruited, 15.9% said they had it on a One to One basis while 84.1% had theirs through panelist interview basis.

Table 2: Relationship between Questions Asked and the Job in Question

Responses	No. of Respondents (Frequency)	Percentages
Excellent	100	22.7
Very Good	230	52.3
Good	90	20.4
Fair	10	2.3
Poor	-	-
Non-Response	10	2.3
Total	440	100

Source: Field Survey, June 2009

Figure.2: Relationship between Questions Asked and the Job in Question



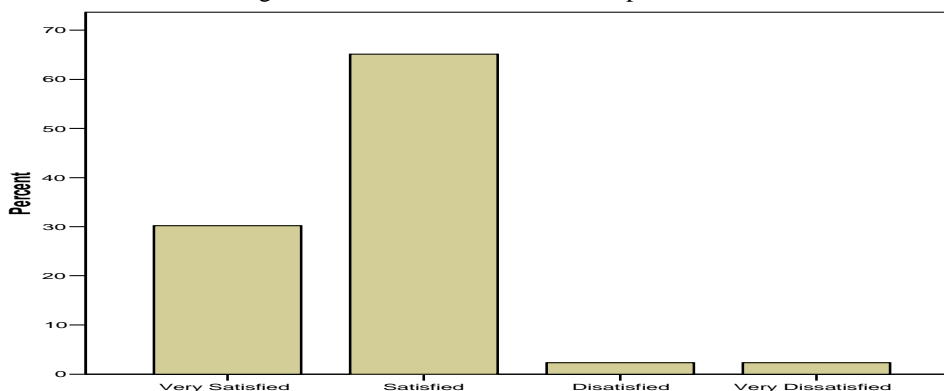
Respondents were asked to express their views about the relationship between questions asked during the interviews and the jobs in question. Twenty-two point seven per cent (22.7%) rated the questions as excellent, 52.3% classified them as very good, 20.4% said they were good and 2.3% rated them to be fair.

Table 3: Rate of Satisfaction of Respondents

Responses	No. of Respondents (Frequency)	Percentages
Very Satisfied	130	29.5
Satisfied	280	63.6
Dissatisfied	10	2.3
Very Dissatisfied	10	2.3
Non-Response	10	2.3
Total	440	100

Source: Field Survey, June 2009

Figure 3: Rate of Satisfaction of Respondents



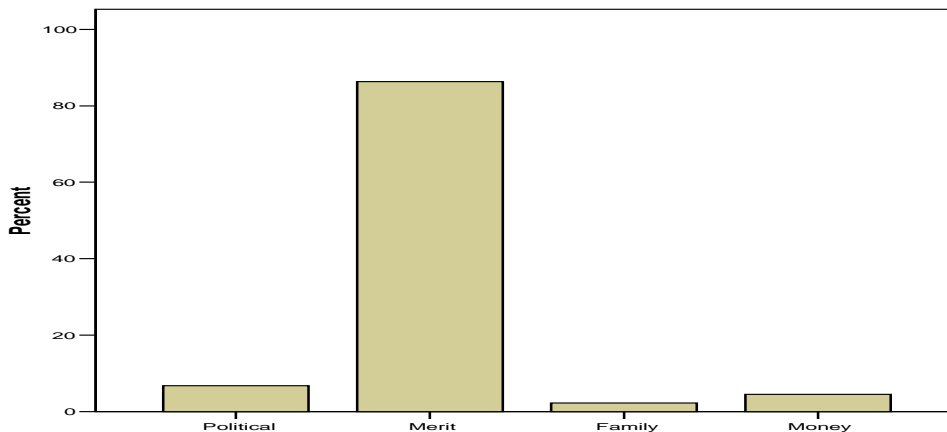
In addition, 29.5% of the respondents stated they were very satisfied with the recruitment and selection process, 63.6% said they were satisfied, 2.3% said they were dissatisfied whilst 2.3% were very dissatisfied with the two processes.

Table 4: Basis of Recruitment of Respondents

Responses	No. of Respondents (Frequency)	Percentages
Political Affiliation	30	6.8
On Merit	380	86.4
Family/Relatives	10	2.3
Payment of Money	20	4.5
Total	440	100

Source: Field Survey, June 2009

Figure 4: Basis of Recruitment of Respondents



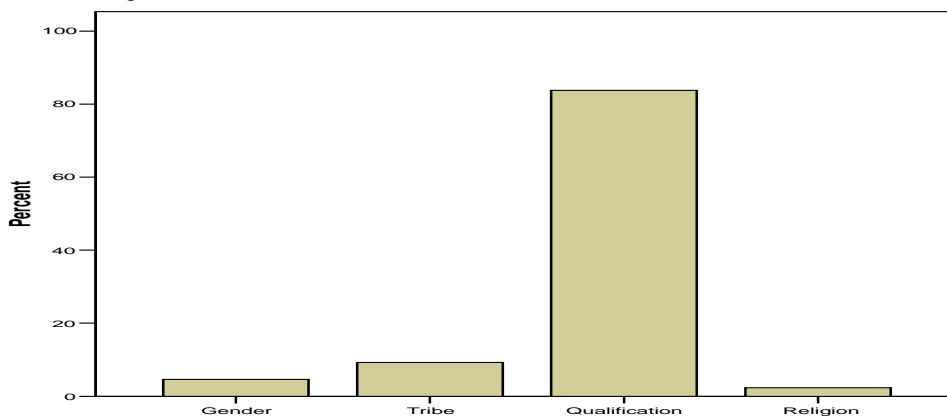
From Table 4, 6.8% of the respondents stated recruitment was based on political affiliation, 86.4% stated recruitment and selection processes were merit based, and 2.3% said the two processes were based on family relations whilst 4.5% said the processes were manipulated through the payment of bribes. This analysis shows that recruitment and selection processes within the Ghana Water Company from 1995 to 2005 were largely merit based. Nevertheless, other factors like, political interference, tribal affiliation and the payment of bribes influenced the processes.

Table 5: Factors that Influence the Recruitment and Selection Process

Responses	No. of Respondents (Frequency)	Percentages
Gender	20	4.5
Tribe	40	9.1
Qualification	360	81.8
Religion	10	2.3
Money	-	-
Non-Response	10	2.3
Total	440	100

Source: Field Survey, June 2009

Figure 5: Factors that Influence the Recruitment and Selection Process



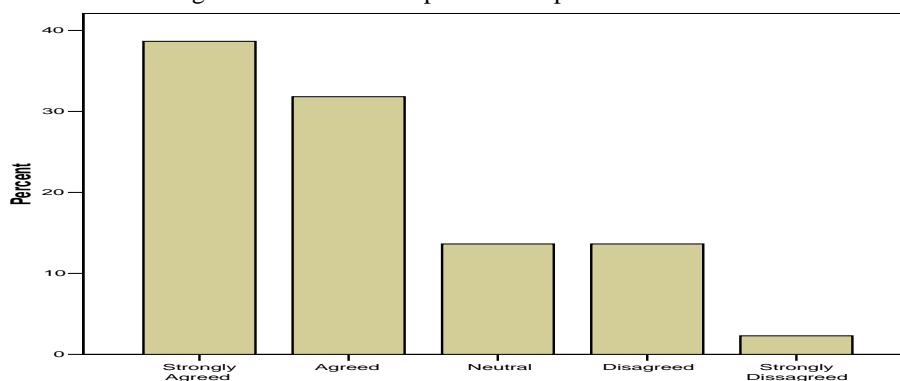
When respondents were asked to express their opinion on whether the recruitment and selection processes were influenced by any factors, 4.5% believed the processes were influenced by gender, 9.1% believed it was influenced by tribe, 81.8% believed they were influenced by the qualification of the candidates and 2.3% believed they were influenced by religious affiliations.

Table 6: General Perception of Respondents

Responses	No. of Respondents (Frequency)	Percentages
Strongly Agreed	170	38.7
Agreed	140	31.8
Neutral	60	13.6
Disagreed	60	13.6
Strongly Disagreed	10	2.3
Total	440	100

Source: Field Survey, June 2009

Figure 6: General Perception of Respondents



Thirty eight point seven percent (38.7%) of our respondents strongly believed that the recruitment and selection processes were generally influenced by other factors other than merit, 31.8% agreed to it, 13.6% were neutral, 13.6% also disagreed and 2.3% strongly disagreed to that perception.

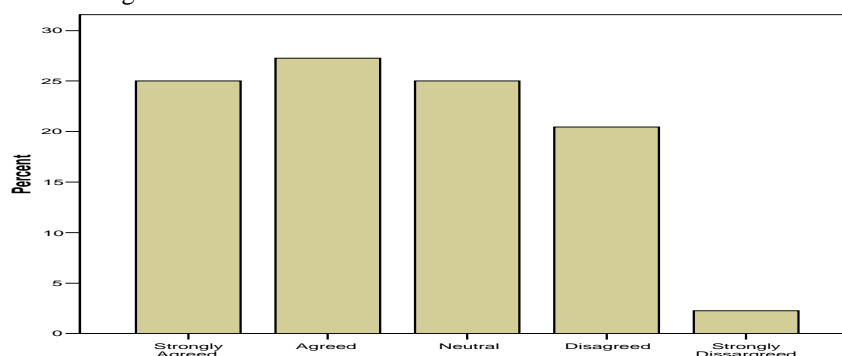
Table 7: Fairness of the Recruitment and Selection Processes

Responses	No. of Respondents (Frequency)	Percentages
Strongly Agreed	110	25
Agreed	120	27.3
Neutral	110	25
Disagreed	90	20.4
Strongly Disagreed	10	2.3
Total	440	100

Source: Field Survey, June 2009

With respect to the fairness of the recruitment and selection processes, 52.3 % either strongly agreed or agreed that the processes were fair, whilst 22.7 % either strongly disagreed or disagreed the processes were fair.

Figure 7: Fairness of the Recruitment and Selection Processes



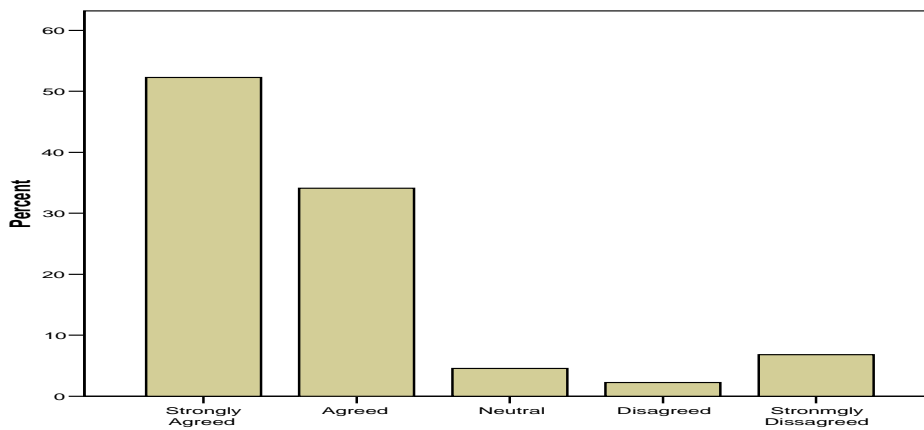
Eighty-six point four per cent (86.4 %) of respondents either strongly agreed or agreed that the objectivity and credibility of the selection processes had an effect on organisational productivity. Nine point one per cent (9.1%) of the respondents, however, help a contrary opinion on the matter of the objectivity and credibility of the processes.

Table 8: The Effect of Recruitment and Selection on Productivity

Responses	No. of Respondents (Frequency)	Percentages
Strongly Agreed	230	52.3
Agreed	150	34.1
Neutral	20	4.5
Disagreed	10	2.3
Strongly Disagreed	30	6.8
Total	440	100

Source: Field Survey, June 2009

Figure 8: The Effect of Recruitment and Selection on Productivity



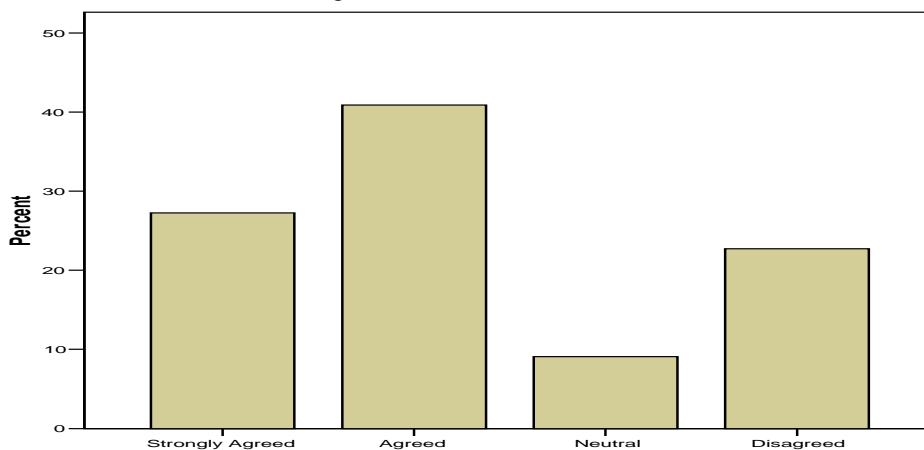
Responding to the question of the effect of the recruitment and selection processes on labour productivity, 52.3% of the respondents strongly agreed that the processes affect labour productivity, 34.1% agreed, 4.5% were neutral, 2.3% disagreed and 6.8% strongly disagreed that the processes affect labour productivity.

Table 9: Cost Minimisation

Responses	No. of Respondents (Frequency)	Percentages
Strongly Agreed	120	27.3
Agreed	180	40.9
Neutral	40	9.1
Disagreed	10	22.7
Strongly Disagreed	-	-
Total	440	100

Source: Field Survey, June 2009

Figure 10: Cost Minimisation



In addition, 27.3% of the respondents strongly agreed that the processes serve as a form of cost minimization, 40.9% agreed, 9.1% was neutral and 22.7% strongly disagreed that the processes serve as a form of cost

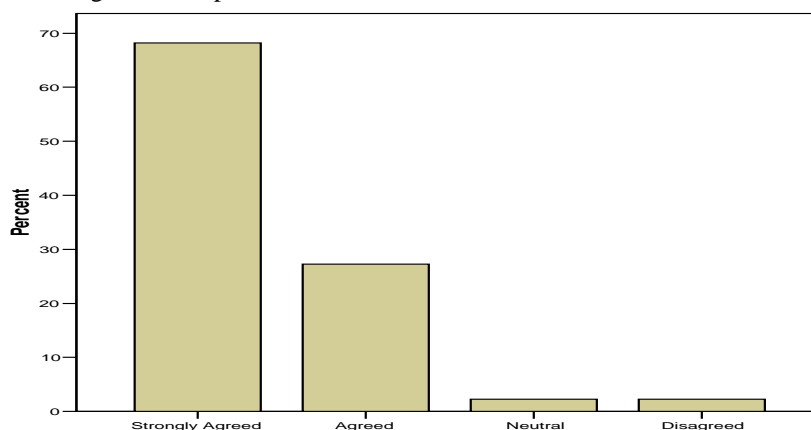
minimisation. In all 78.2 % of the respondents either strongly agreed or agreed that the recruitment and selection processes served to minimise cost.

Table 10: Importance of the Recruitment and Selection Process.

Responses	No. of Respondents (Frequency)	Percentages
Strongly Agreed	300	68.2
Agreed	120	27.2
Neutral	10	2.3
Disagreed	10	2.3
Strongly Disagreed	-	-
Total	440	100

Source: Field Survey, June 2009

Figure 11: Importance of the Recruitment and Selection Process.



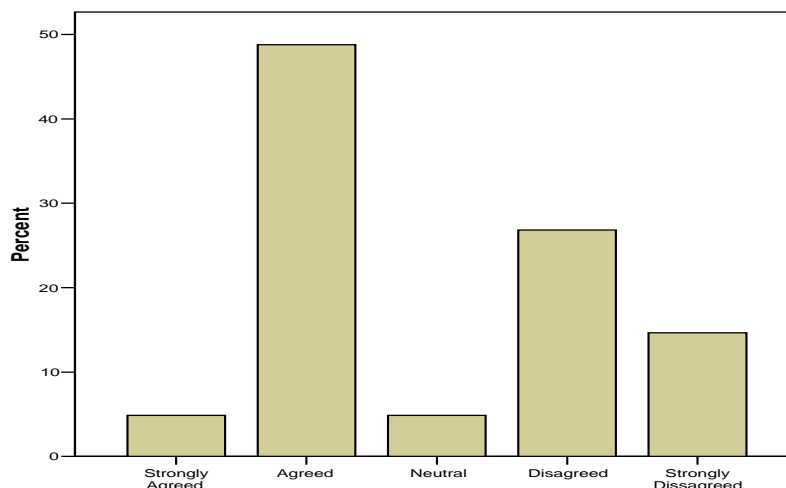
From Table 10, 68.2% of the respondents strongly agreed that the recruitment and selection processes is important, 27.2% also agreed, 2.3% is neutral and 2.3% disagreed that the processes are important. This means 95.4 % of the respondents either strongly agreed or agreed that credible recruitment and selection processes were important to the achievement of organisational objectives.

Table 11: Acquisition of Labour without Recruitment & Selection

Responses	No. of Respondents (Frequency)	Percentages
Strongly Agreed	20	4.5
Agreed	200	45.5
Neutral	20	4.5
Disagreed	110	25
Strongly Disagreed	60	13.6
Non-Response	30	6.9
Total	440	100

Source: Field Survey, June 2009

Figure 12: Acquisition of Labour without Recruitment & Selection



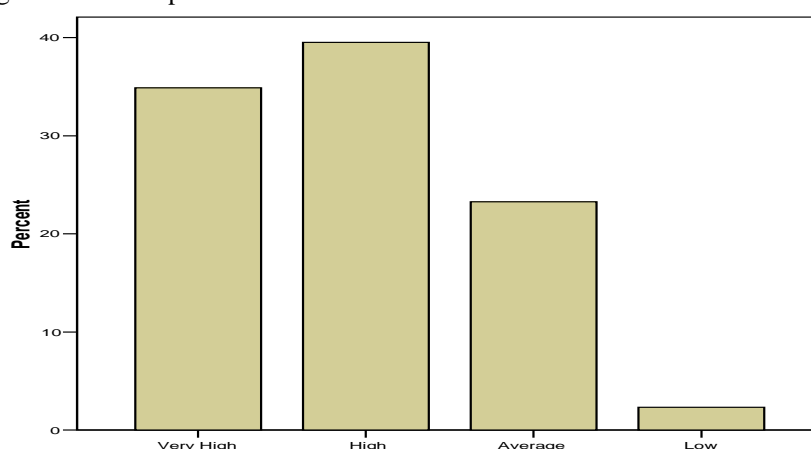
Out of the total number of respondents 4.5% strongly agreed that companies can still acquire labour without the recruitment and selection process, 45.5% agreed to that, 4.5% is neutral, 25% also disagreed and 13.6% strongly disagreed to it. In summary the respondents believed that companies can still acquire labour without the two processes.

Table 12: The Impact of the Recruitment and Selection Processes on Productivity

Responses	No. of Respondents (Frequency)	Percentages
Very High	150	34.1
High	170	38.6
Average	100	22.7
Low	10	2.3
Very Low	-	-
Non-Response	10	2.3
Total	440	100

Source: Field Survey, June 2009

Figure 13: The Impact of the Recruitment and Selection Processes on Productivity



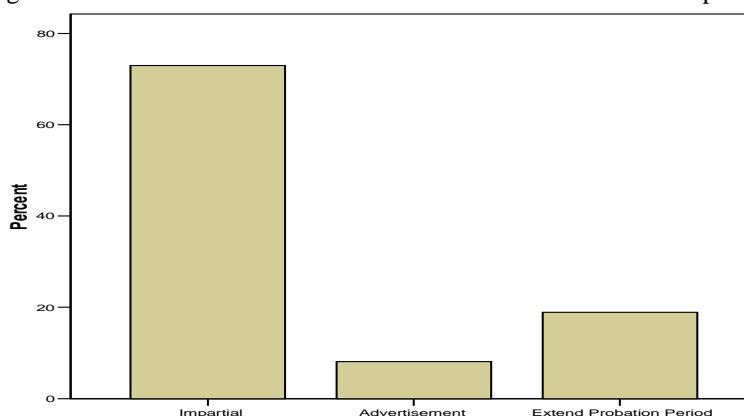
From Figure 13 recruitment and selection process on labour productivity, 34.1% of the respondents believed the two processes had a very high impact on productivity of the Company, 38.6% believed it had a high impact on it, 22.7% recorded an average impact and 2.3% believe it had a low impact on productivity.

Table 13: How the Recruitment and Selection Processes can be improved

Responses	No. of Respondents (Frequency)	Percentages
Impartial	320	72.7
Advertisement	40	9.1
Extension of Probation Period	80	18.2
Total	440	100

Source: Field Survey, June 2009

Figure 14: How the Recruitment and Selection Processes can be improved



Seventy-two point seven per cent (72.7%) pointed out that the processes should be undertaken fairly and impartially for the right people to be taken based on merit 9.1% suggested wide advertisement of vacancies

whilst 18.2% of them believed the short listed applicants be put on the job and watched before being finally confirmed for the job.

Summary of Findings

The research revealed contrary to the general perception that recruitment and selection processes were influenced by other factors rather than merit. Eighty-six point four percent (86.4 %) of those employed into the Ghana Water Company, Ho were recruited and selected on merit. The perception that recruitment and selection processes were influenced by other factors was found to have some bases. This is because despite that fact 86.4% of the employees were recruited and selected on merit others admitted they were recruited and selected based on their political affiliations (6.8%), family connections (2.3%) and the payment of money to management staff (4.5%) as condition for recruitment and selection into the Ghana Water Company, Ho.

The study also established that, the recruitment and selection processes affected productivity and that a positive correlation relationship existed between the two processes and productivity. About 45.5% of those interviewed believed that, the Companies could acquire the requisite manpower by ignoring the two processes. The study also revealed that, the company spent less on publicizing vacant positions. This was because most of the workers got information about vacant positions from friends and relatives in the Company. The research also found out that, the processes served as a form of cost minimization in acquiring labour. Sixty-eight point two per cent (68.2%) agreed that the processes served as a form of minimising cost.

Conclusion

From the findings of the study, it can be concluded that, recruitment and selection processes of job applicants into the Ghana Water Company, Ho, from 1995 to 2005 were based on merit. Nevertheless there were isolated instances of political interferences, family connection and payment of bribes. This is because objective and credible recruitment and selection strategies were adopted by the organisation to ensure that the right calibre of job applicants were identified and employed at minimum cost to the organisation.

Recommendations

The overriding aim of every organisation is to sustain operations and maximise profit for shareholders. To achieve this objective recruitment and selection processes must be carried out with credibility and integrity. This research accordingly recommends that:

1. Panelist must be trained and well informed about strategies of extracting required and relevant qualities from candidates in order to always make the best selection. After selecting prospective candidates, in-service or on the job training should be conducted to give orientation to the new employees
2. The Ghana Water Company must widen its recruitment and selection processes by improving upon the publicity of vacancies both in print and electronic media for the benefit of candidates.
3. Finally, impartiality, independence and fairness, should be the hallmark of the recruiting and selecting team in order to recruit and select the best available talents for the Company. This would reduce perceptions that public sector recruitment and selection processes are largely influenced by considerations other than merit.

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