

**AKENTEN APPIAH-MENKA UNIVERSITY OF SKILLS TRAINING AND
ENTREPRENEURIAL DEVELOPMENT
FACULTY OF BUSINESS EDUCATION**

**THE IMPACT OF RECRUITMENT AND SELECTION PRACTICES ON
ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF THE ELECTRICITY
COMPANY GHANA LIMITED- ABUAKWA WEST**

**BY
GLORIA MANU**

NOVEMBER, 2022

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**BY
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**A PROJECT REPORT PRESENTED TO THE DEPARTMENT OF ACCOUNTING
STUDIES EDUCATION, AAMUSTED IN PARTIAL FUFILMENT OF THE
REQUIREMENT FOR THE AWARD OF A MASTER BUSINESS ADMINISTRATION
(HUMAN RESOURCES OPTION).**

NOVEMBER, 2022

DECLARATION

STUDENT’S DECLARATION

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

SIGNATURE:

DATE:

GLORIA MANU

SUPERVISOR’S DECLARATION

I hereby declare that the presentation of this project work was supervised in accordance with the guidelines on supervision of Research laid down by the university,

SIGNATURE:

DATE:

DR. CLAUDIA NYARKO MENSAH

DEDICATION

I dedicate this work to my loving husband and Children

ACKNOWLEDGMENT

I owe the Almighty God the utmost appreciation for giving me the courage, information, and insight I needed to complete this task.

I appreciate the hard work, direction, and corrections from my supervisor, Dr. Claudia Nyarko Mensah, who helped make this project a success.

ABSTRACT

The study sought to evaluate the effect of recruitment practices on organisational performance. Selection practices' as a mediator. A quantitative method was used with a survey design. The population included employees of the electricity company of Ghana, Abuakwa West representatives from the Ashanti area. So, a 60-person sample was chosen. SPSS was used to analyze the data (v.25). The study used regression techniques to analyze the sampled data collected. The study came to the conclusion that the association between recruitment practices and performance is positively mediated by selection practices. The results show that higher performance is associated with larger mediating effects of selection practices on recruitment practices. Also, the direct path between recruitment and performance was statistically significant. Hence, the study recommended that the hiring and selection committee gauge the dependability and commitment of applicants to the company. As this has impact of the organisation as a whole.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Human resource management (HRM or HR) is the systematic approach to the successful management of people in a corporation or organization so that they help their business achieve a competitive advantage. It is structured to optimize employee efficiency in pursuit of an employer's strategic goals (Trinajstic, 2017). Human resource management focuses on procedures and systems and is mainly concerned with the management of people within organization. Functions of Human resource management practices are recruitment & selection, performance management, learning & development, succession planning, compensation and benefits, human resources information Systems, HR data and analytics.

Recruitment and selection refer to the processes of attracting and choosing candidates for employment and as a function of human resource management, it is vital for any type of business organization. The quality of human resource the firm has, heavily depends on the effectiveness of these functions (Gamge, 2014) and to be able to choose suitable employees and then put them into the right place within an organization requires effective human resource management (Raeissi, 2012). Recruiting and selecting the wrong candidates who are not capable come with a huge negative cost which business cannot afford. Thus, the overall aim of recruitment and selection within the organization is to obtain the number and the quality of employees that are required to satisfy the strategic objective of the organization at minimal cost (Ekwoaba, 2015). It has also been argued that in order for the enterprise to build and sustain the competitive advantage, proper staffing is critical (Djabatey, 2012).

Selection of qualified applicant only happens when all avenues leading to recruitment processes have been fully exhausted and so recruitment process is extremely reliant on job analysis to determine business's needs (Asiedu-Appiah, et al., 2013). In all, there is a variety of recruitment approaches (e.g. employee referral, campus recruitment, advertising, recruitment agencies/consultants, job sites/portals, company websites, social media etc.); and most organizations use a combination of two or more of these as part of a recruitment process or to deliver their overall recruitment strategy (Sinha & Thaly 2013)

A selection is a process of selecting an individual from a pool of candidates. This individual is expected to be the best to fit the selection criteria for the vacant available (Omolo, et al., 2012). The most common method used in selection process is; background checks, references and interviews. For Gamage (2014) the selection practices will determine who is hired and if properly designed, will identify competent candidates and accurately match them to the job. The broadly useful of recruitment as indicated by Gamage (2014) is to give the organization a pool of possibly qualified employment applicants to select from. Recruitment and selection of employees are done with the intension of achieving organizational performance.

Organizational performance (OP) is an indicator which measures how well an enterprise achieves their objectives (Jolly, 2019). OP encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment, etc.); product market performance (sales, market share, etc.); and shareholder return (total shareholder return, economic value added, etc.). Organizational performance is concerned with product or service quality, product or service innovation, employee attraction, employee retention, customer satisfaction, management/employee relation and employee relation (Oyeniya 2014).

Thus, recruitment and selection have become imperative in organizations because individuals need to be attracted on a timely basis, in sufficient numbers and with appropriate qualifications to achieving organizational performance.

1.2. Statement of the Problem

The success of organizations depends on the caliber of the manpower that steers their day to day affairs. When the right person is selected, the productivity of the selected person tends to be high or meet the standard set by the organization (Boahene, 2021). Hence it is the wish of every organization to attract the best human resource in order to channel their collective efforts into excellent performance.

Electricity Company of Ghana (ECG) as a monopoly organization in charge of electricity distribution to the final consumer is briddled with so much inefficiencies resulting in frequent power outages, wastage in power distribution, inability to effectively collect the required revenue from customers, extension of electricity to new locations as well as fixing of new meters. The effectiveness in its operations depend on the effectiveness of its human resources and if the right approach is not used in recruitment and selection then the aforementioned issues are bound to happen. The success and failure of an organisation in providing a service is highly dependent on effective utilization of human resource (Asiedu-Appiah, et al., 2013). In case of the selected company, these research findings are found to be true through preliminary observation. The company's recruitment and selection practice and its contribution to the company's performance can be linked to nepotism, otherwise referred to as "whom you know" (Boahene Adu, 2021). This is where, for example, the company management uses its power or position to influence the selection of someone who is affiliated to the management, ethnically, religiously or through a

business connection. However, when unqualified applicants are recruited due to nepotism, which contradicts Maxx Weber's theory of bureaucracy, it could be a challenge to the productivity of the company in question (Affum-Osei et al., 2019).

Based on this notion, an empirical study is being conducted to ascertain the impact that recruitment and selection has on ECG's organizational performance.

1.3 Objectives of the Study

The general objective is to evaluate the impact that recruitment and selection practices have on organizational performance

Specific objectives:

- To examine the relationship between recruitment practices and organizational performance of the Electricity Company of Ghana, Abuakwa branch
- To examine the relationship between recruitment and selection of the Electricity Company of Ghana, Abuakwa branch
- To determine relationship between selection and organizational performance of the Electricity Company of Ghana, Abuakwa branch
- To examine the relationship between selection practices and organizational performance of the Electricity Company of Ghana, Abuakwa branch

1.4 Research Questions

Based on the objectives of the study, the following questions were posed:

- Is there a relationship between recruitment practices and organisational performance?
- Is there any relationship between recruitment practices and selection practices?

- Is there a relationship between selection practices and organisational performance?
- Does selection mediate the relationship between recruitment practices and organisational performance?

1.5 Significance of the Study

The study is envisaged to yield useful information that can guide the management of public companies like Electricity Company of Ghana on theoretical issues in recruitment and selection of employees.

The study also provides the academic community especially students who are studying Human Resource as a course or programme with the needed information. The students can access this information for reference purposes in course of their studies. Moreover, it will be useful to individuals by placing them in their position to improve upon their knowledge and skills. This will go a long way to help the public change ill perceptions about how public institutions recruit people. The study will help the Electricity Company of Ghana to improve the way recruitment and selection exercises are conducted in the company. This will consequently enhance organizational development by helping to recruit competent and qualified staff to fill vacant positions.

Also, it will help the prospective employees or applicants to have courage in applying for a job at the public sector company like ECG without fear or favour.

The study in turn will assist shareholders and prospective investors to have confidence in the company since the success of any organization mostly depends on the caliber and quality of its employees.

1.6 Delimitation of the Study

Electricity Company of Ghana operates in eight different regions namely: Ashanti, Eastern, Greater Accra, Volta, Oti, Central, Western and Western North regions. However, for the sake of accessibility and convenience, the study covered only the Ashanti East branches of ECG in Ashanti. The Ashanti East branch was also chosen due to its proximity to the researcher and the fact that it has a fairly large population of workers, any employee who is involved in any aspect of the recruitment and selection of staff was dealt with in the study in order to make the study effective.

1.7 Overview of Chapters

The study was organized in five chapter as follows:

Chapter one brought about the general introduction of the study this includes background to the study, statement of the problem, objectives or the relevance of the study, research questions, significance of the study, limitations, delimitations of the study, and overview of the study.

Chapter two focused on the literature review which was devoted to the review of related and existing literature and the related current study.

Chapter three focused on the methodology used for the study. That is mode of data collection and analysis procedure. It comprised the research design, population, sample and sampling technique, Chapter four dealt with Data Collection, Presentation and its Analysis.

The research was concluded at Chapter Five by presenting Summery of Findings, Recommendations and Conclusion.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This Chapter reviewed some literatures that other people have written about the topic: The Concept of recruitment and selection, Conceptual framework of recruitment practices, selection practices and organizational performance, a model to examine the recruitment and selection processes, Methods of recruitment, Selection processes, Organizational performance, Relationship between recruitment and selection, and Organizational performance, Theories of HRM and Empirical Evidence.

2.2 Concept Review

2.2.1 Recruitment

According to Costello (2016) recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests. In other words, the recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies. Successful recruitment begins with proper employment planning and forecasting. In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on an analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expanded to attract and retain such talent. Also related to the success of a recruitment process are the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources. Organizations seeking

recruits for base-level entry positions often require minimum qualifications and experiences. The push for scarce, high-quality talent, often recruited from external sources, has usually been at the senior executive levels. Most organizations utilize both mechanisms to effect recruitment to all levels.

Recruitment is the process of discovering or selecting and hiring or best qualified candidate from inside or the process by which organizations locate and attract individuals to fill job vacancies (Anwar & Surarchith, 2015). Recruitment is defined as a set of activities for an organization to catch the attention of job applicants that have the abilities needed to help the organization achieve its objectives and goals (Othman et al. 2019). The recruitment process includes examining the necessities of work, drawing employee to that occupation, screening and selecting candidates, contracting, and coordinating the new employee to the association (Khan & Abdullah, 2019). Also, the HR department responsible to find the right person or best qualified candidate for the post an organization needs (Othman et al. 2019). Through both the assessment and job analysis and design stage organizations should be able to identify whether or not an individual currently working within the organization would be able to meet the requirements of the new position or if an individual external to the organization would be more appropriate (Anwar, 2017).

2.2.1.1 Internal recruitment

Internal recruitment is cost efficient, to support employee satisfaction and moral. Spend some time in the recruitment or Encourage current employees before looking outside the company for talent (Abdullah & Rahman, 2015). Nothing is more disappointing the employee, who works hard to get promoted, to see someone new take over the position Deserved or desired (Demir et al. 2020). Promote within the organization involves less training and transition (Abdullah, 2019). Human resource planning to Internal recruiting because it is faster and easier to find needed employees

when you planning to fill a vacant position on time and managers improve their decision making in the recruitment process using other choices (Ali & Anwar, 2021). On internal recruitment some methods would use which is (job bidding and job posting and Employee references) (Ali, 2021).

2.2.1.1.1 Job bidding and job posting:

- The process for notifying the company employees that a job opening exists is called a Job posting.
- authorize individuals to apply for a posted job, who presume that they possess the required qualifications, is done through Job bidding technique.

2.2.1.1.2 Employee references:

- May give you phenomenal prospects for the current suggested employees
- Current employees will waver to set down average capacity candidates.

2.2.1.2 External recruitment

Competent competitors are included to apply for job position. This Source is generally used to make recruitment for passage level occupations and skilled employments (Khan & Abdullah, 2019). Or recruiting candidates from outsourcing agenesis etc. are called as external sources of recruitment (Anwar & Abdullah, 2021). External recruitment in some case it is useful and beneficially like bringing new candidates it brings new skills and new idea for your company but in some case, it has disadvantage like less experiencing because new employee will take too much time to learn rules and points on their job (Anwar & Abdullah, 2021). Some of company recommend external recruiting because external employee they don't think too much like an exist employee thing (Prabhu et al. 2020), some time when you want recruit internal recruitment this employee when you want hiring the position to another position he/she think she promoted and he/she want promote in salary too because when you hire employee your company should rise or promote your salary too (Ali, 2020), but for the new employee in external recruiting new employee

did not think too much on a salary he/she don't need too much when exist employee want .According to Ganeshkumar et al. (2019), there are 3 point on external recruiting is (labor market conditions, legal considerations and corporate image) (Andavar et al. 2020).

2.2.1.2.1 Methods of External Recruitment

Advertisement: is the most common form of external sources of recruitment. Organizations advertise vacant position on both electronic print and media to access a larger pool of applicants. As cited by Nel et al. (2009:226), an advertisement has communication as its basic underlying principle and it should be worded in a manner that triggers responses from job seekers. Recruiters should formulate the wording of advertisements in a manner that is not discriminatory.

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

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

Labour Offices: are sources of certain types of workers. In some industries, such as construction, unions have traditionally supplied workers to employers. A labor pool is generally available

through a union, and workers can be dispatched to particular jobs to meet the needs of the employers. In some instances, the union can control or influence recruiting and staffing needs. An organization with a strong union may have less flexibility than a nonunion company in deciding who will be hired and where that person will be placed. Unions also can work to an employer's advantage through cooperative staffing programs, as they do in the building and printing industries (Keshav, 2013).

Educational and Training Establishments: Managers of organizations may visit educational institutions such as universities and colleges to attract top students, especially during their final years of study to apply for vacant positions. This method of recruitment is also referred to as campus recruiting and is one of the cheapest methods of recruitment. It introduces final year students to the institution. The recruiter normally makes a presentation to final year students and invites desirable students to visit public institutions exposing them to different areas within the organization (Nel et al., 2009:227)

2.2.2 Selection

Dany and Torchy (2017) described the process of selection as a way of choosing people who have the right opportunities to fill jobs in the association. This is much more than just selecting the best competitor. "It is an attempt to strike a happy balance between what the applicant can and wants to do and what the organization requires." Choosing the right employee is essential for the three main reasons: execution, costs, and legal obligations (Brown, McManus, Davison, Gill, & Lilford, 2019). It is a process of evaluating and interviewing candidates for a particular job and selecting the right person for the right position (Abdullah & Abdul Rahman, 2015). This is a way to choose a suitable candidate who is traced to the required procedure of the organization. The selection

process in big organizations can be extensive and more extensive for combining the associations and contrasts from one industry to another, depending on the purpose and effectiveness of the business. The final product of each procedure is divided into two classes of selection, while the selected one is moved forward to the position, later it will be rejected. Once the organization has decided on the appropriate means through which they will recruit potential candidates for the job their next task is to identify the most appropriate and effective method to use in order to select the right person. When there is a vacant position in an organization (Anwar & Abdullah, 2021). Human resource Management take a responsibility for finding and selecting the right person for this vacant position (Anwar & Shukur, 2015).

The first step in efficient personnel management is employee selection. It is widely accepted that a company's employer brand can truly set it apart from the competition however the role of selecting the best candidate for a vacant position cannot be overemphasized. The process of selection includes observing and vetting the best candidates for the open vacancies. There may be several stages to this procedure itself (Joshi, 2013). According to Mondy (2010), the process of selection entails picking the candidates who are most qualified for a given position inside an organisation from a pool of applications. The ability to match the appropriate individual with the right task at the right moment is the key to effective selection. Effective job matching is crucial to retention rates, individual productivity, and corporate competitiveness. . Following recruiting, the selection is the next phase of human resource planning. According to Pushendra, Garima, and Monika (2017), selection is the process of choosing an acceptable applicant from among the pool of job applicants, whereas recruiting is the process of looking for potential employees to apply for the job postings in the organisation. The selection process begins after the recruitment procedure is over. This suggests that selection is the process of choosing the best candidate who matches the

job requirements and the candidate's skills. In the opinion of Kumari and Malhotra (2013), the selection is more than just picking the top applicant; it also entails attempting to strike a fair balance between what the applicant is capable of and desires to achieve, as well as what the organisation needs. Additionally, choosing the correct staff is crucial for three primary reasons: expenses, performance, and regulatory requirements. No matter how strong or sound a corporation may be, it ultimately depends on its employees to carry out its strategies. This indicates that selection is essential for an organisation's operational activities to be successful. Selection enables managers to pick from a pool of candidates a person or people who are more likely to succeed in the position using specialised tools. Nehmeh (2009) asserted that selection processes aim to pinpoint those people who are most likely to be dedicated to their jobs. This is accomplished using a number of techniques, including psychometric testing. However, due to personal traits, pre-entry expectations, or organisational decision considerations, everyone has a different propensity to become committed. Selection, according to Mathis and Jackson (2005), is the process of choosing the best candidates. They claim that the procedure begins after the recruitment process has been completed and is directed by specified selection criteria such as job descriptions, job specifications, and job profiles. According to Robbins and Judge (2009), the goal of the selection process is to fairly and legally match the applicant's ability, knowledge, skills, and experience with the job requirements. They argue that the procedure is governed by predetermined selection criteria, such as job descriptions, job specifications, and job profiling, which indicate that the selection process's goal is to fairly and legally match applicants' abilities, knowledge, skills, and experience with job requirements. Employer decisions about employee selection are crucial to the functioning of organisations and to a number of outcomes that are important to people, organisations, and society. Managers who are involved in the hiring process must be aware of the qualifications needed for a

position and identify individuals who possess those qualifications. Applications, resumes, reference checks, examinations, and interviews can all be used to distinguish between candidates. Managers can choose candidates more effectively if they are fully aware of their strengths and flaws. Screening, reference and background checks, interviews, and selection tests are examples of selection practices and techniques. However, this research will focus on selection and screening tests.

2.2.2.1 Screening

The first phase after the application process is completed and the recruitment process has also been completed is screening, also referred to as shortlisting. All applications that are received by the deadline are examined in this step, according to Kumari and Malhotra (2013), and those that do not meet the criteria given in the job posting are promptly disqualified. Most of the time, the shortlisting criteria that are used are determined by comparing the entries received to the specifications listed in the job adverts.

2.2.2.2 Selection Tests

When a large number of candidates are needed for a position and it is not possible to fully rely on exam results or information about prior experience to forecast future performance, selection tests are frequently utilised as a part of the selection method (Kumari & Malhotra, 2013). The process at an evaluation center typically includes tests. When the intellect is a crucial aspect yet there is no other accurate way to measure it, intelligence tests are especially helpful. The most helpful vocations for aptitude and attainment assessments are those requiring precise, quantifiable abilities, like typing or computer programming (Sutherland & Canwell, 2008). Personality tests may be most useful in professions like selling where personality is valued and where obtaining quantifiable criteria for validation is not too tough.

2.2.3 Organizational performance

According to Anwar & Balcioglu, (2016), performance refers to the degree of achievement of the mission at work place that builds up an employee job. Organizations compete with one another, consciously seeking advantage. A major future of that completion is competitive imitation. Poor performance ranking is interpreted by potential competitors as indications, that a practice does not work or a market does not exist thus inhabitant imitation and competition, thereby reducing the competitive pressure and improving relative performance (Anwar & Climis, 2017). Good performance rankings, on the other hand, not only stimulate admiration; they also encourage imitation and competition that tend to erode a favorable position, Organizations seek to emulate the performance successes of others by emulating their organizational Forms and practices (Anwar & Qadir, 2017). Recruitment, as a human resources management function, is one of the activities that impact most critically on the performance of an organization. Much effort should be given to recruitment and selection practices, for poor recruitment decisions will continue to affect organizational performance and limit goal achievement. Recruitment and selection also has important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballntyne, 2009). Recruiting and selecting is very important for the survival of every organization but that does not end there, new recruits need to be developed and appraised from time to time in order for them to be abreast with new trend and challenges. When employees are developed it help increases their performance and help sustain the growth of the organization. Performance is to take series of action that integrate skills and knowledge to produce a valuable result. In some instances, the performer is an individual. In other instances, the performer is a

collection of people who are collaborating such as an academic department, research team, committee, student team, or an institution.

2.3 Theoretical Perspective

2.3.1 Human Capital Theory

Human capital theory is concerned with “People and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization. Human Capital Theory stresses that people possess innate abilities, behavior and personal energy and these elements make up the human capital they bring to their work, (Alexander, 2019). It is indeed the knowledge, skills and abilities of individuals that create value. That is why the focus has to be on the means of attracting, retaining and developing the human capital. Mumford & Armstrong, (2014) explains that, individuals generate, retain and use knowledge and skills (human capital) to create intellectual capital. Professionals and HR experts using this model focuses on the best approaches to identify, hire, and retain employees who have the potential to drive organizational performance. The human capital theory considers people as assets and stresses that the investment in people by organizations will bring worthwhile returns.

2.4 Empirical Review

2.4.1 Recruitment and Organisation Performance

The effectiveness of different recruitment criteria of employees has been the topic of research for over 60 years (Sinha & Thaly, 2013). The effectiveness has primarily been assessed by examining the rates of turnover, job survival and job performance along with organizational issues such as

referrals by current personnel, in-house job postings, and the re-hiring of former employees (Zottoli & Wanous, 2018).

The study by Sen and Saxena (2017) has emphasized the importance of a quality process during the time of recruitment and hiring given that the right type of labor is hard to come by. In fact, while lending credence to the importance of hiring quality candidates who are hard to find Tendon (2006) warned that talent deficiency is unrelated to huge population. While reporting that recruitment is the only component for attracting and retaining knowledge workers, Unwin (2015) gave significance to the process involved during the time of recruiting and hiring good candidate. Although the study conducted by Subbarao (2016) explained the recruitment sources used by individual job seekers at various levels, the study further highlighted the importance of different types of approaches used at the time of recruitment which in turn makes any organization well established or less established. According to Sarkar and Kumar (2017) organizational performance is hinged on the approach which the organization adopts in the recruitment of employees. To this end, Sarkar and Kumar (2017) spoke of a holistic model of recruitment i.e. emphasizing the importance of the whole process of recruitment and the interdependence of its parts (Sinha & Thaly, 2013). Vyas (2011) asserted that the current trend is that organizations are looking for methods of reducing the time and effort in the recruitment. However, Munyon, Summers, Ferris and Gerald (2011) admonished that methods of team staffing should translate to competitive advantages to a firms. In similar vein, DeVaro (2018) demonstrated that recruitment strategies can lead to positive organizational outcomes. For Sinha and Thaly (2013) adopting qualitative system in recruitment has helped organizations to grow as they have been able to get the right people for their vacancies. In addition, the appropriate channels have helped the organizations to get the different and varied sources to which they can turn to for effective hiring (Sinha & Thaly, 2013).

Recruitment in any organization is a serious business as the success of any organization or efficiency in service delivery depends on the quality of its workforce who was recruited into the organization through recruitment exercises (Ezeali and Esiagu, 2010). Since recruitment involve getting the best applicant for a job (Obikeze & Obi, 2014), it has been emphasized that recruitment procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regime, will have a substantial influence over the quality and type of skills new employees possess (Okoh, 2005). For Mullins (2019) the important thing is for some suitable plan to be used, complying with all legal requirements relating to employment and equal opportunities, to follow recommended codes of practice and to ensure justice and fair treatment for all applicants. Bohlander, Snell & Sherman (2021) reported that it is important for managers to understand the objectives, policies and practices used for recruitment. More importantly, those responsible for making recruitment decisions should have adequate information upon which to base their decisions. As Robbins (2015) observed, organization's human resource policies and practices represent important forces for shaping employee behaviour and attitudes. According to Okoh (2015), not just that organizational recruitment practices determine who is hired, the use of the proper recruitment criteria will increase the probability that the right person will be chosen. When the best people are selected for the job, productivity increases (Osemeke, 2012).

2.4.2 Recruitment and Selection

According to Barber (2018) and Rynes (2019) finding the right employees for any organization requires an intricate combination of systems working in tandem. Company needs effective systems to attract a suitable and substantial pool of applicants. You need to screen and select the most appropriate candidates, and ultimately you need to convince those selected to accept the job offer. Despite the interdependence of these systems, much of the literature on staffing organizations

focuses on screening and selection, with far less attention being paid to the attraction functions. If an organization fails to attract sufficient quantities of candidates with the right qualities, the selection system will not be effective regardless of its sophistication (Boudreau & Rynes, 2015). Human Resources Planning should be seen as a strategic process in the management of human resources, which creates the prerequisites for taking on time the necessary actions to ensure the human resources necessary for solving problems that an organization faces in the implementation of the adopted strategy (Gutošić & Drašković, 2009). According to Newman and Sheikh (2014) recruitment and selection in organisations are generally done on an informal, ad hoc basis through the use of practices that are convenient and inexpensive (Hornsby & Kuratko, 2013). Employee recruitment is often conducted through the use of personal connections and word of mouth rather than formally, via an established application and selection process (Cooke, 2015). Once the planning of human resources has been completed, the recruitment process should start which is defined as a process of creating a group of qualified candidates for the vacancies within the organizations. In both professional and non-professional areas, recruitment will include an attempt to locate a diverse applicant pool with the necessary qualifications and potential, and communicate to them the available employment opportunities (Raghavi & Gopinathan, 2013). Recruitment is a process of attracting candidates for job vacancies, who have the abilities, skills and features required for successful job performance and setting goals. Includes searching, attracting and providing candidates, and choosing the ones who best match job vacancy requirements. The purpose of recruiting is to find enough candidates to be able to choose the best. Selection is the process of using predetermined and standard methods and techniques for a particular job for choosing those who best meet its requirements. The candidate selection process can be defined as a process of assessing the ability of candidates based on pre-defined criteria and methods, to select

the best candidates. The selection process aims to predict and maximize the future performance of employees and organizations. It's also important to note that external recruitment is only one option for solving resource shortfalls in the organization. According to Stoilkovska, Ilieva and Gjakovski (2015) the selection process consists of the following elements: the interest of the candidates for the job, review of the job, application forms, testing and interview, checking the accuracy of the information, feedback and job offer, medical examination and deployment and implementation at the workplace. It is thought that selection is one of the most important parts in the successful management of human resources because it is the task of the selection process to find the right people for the right jobs. If this is not achieved, the organization will not be able to accomplish its mission, vision and goals (Stoilkovska et al., 2015). Managers, as well as specialists of HR departments and executives who find themselves in the role of the Committee for the admission of new workers, must know that selection is a two-way process. Both a potential employer and a potential candidate make decisions about the choice.

2.4.3 Selection and Performance

Empirical examination of the selection–performance link has taken several different approaches. In one approach, selection practices are examined either as an individual HR practice (so that the effect of selection can be isolated) or under the umbrella term “staffing”, wherein selection is combined with other activities such as recruitment. Terpstra and Rozell (1993) conducted one of the first studies using this approach. They surveyed the HR department heads about staffing practices among 201 companies, including the follow-up studies of recruitment sources, validation studies of selection predictors, and the use of structured, standardized interviews, cognitive ability tests, and biographical data. They found that the number of distinct staffing practices implemented was positively related to higher annual profit and profit growth, and the relationship was moderated

by industry and firm size. Since then, the correlational links between selection and organizational financial performance (Delery & Gupta, 2016), labour productivity and quality, operational performance (Ahmad & Schroeder, 2003), and perceived performance (Vlachos, 2008) have been repeatedly established. Aggregating over 15 effect sizes, Combs et al. (2006) reported a corrected correlation of .14 between staffing selectivity and firm performance. Another stream of studies takes a systems-approach and scrutinizes selection practices as embedded within HR systems alongside non-selection practices (e.g., training, compensation, job design) and how they relate to firm-level performance as a whole. HR systems that have been studied the most are high performance work systems (Zacharatos et al., 2005), which can consist of any number of effective HR practices, including selective staffing, training and development, compensation and incentives, performance appraisals, employee involvement, and information sharing (Lepak et al., 2006). This body of research has largely supported the positive relationship between some selection-included HR systems and organizational performance. A seminal study by Huselid (1995) cross-sectionally surveyed 968 firms on their use of high performance work practices (HPWPs). They factor analysed 13 practices and obtained two factors: 1) practices intended to enhance employee skills, such as information sharing programmes, job analysis, attitude surveys, and training, and 2) organizational structures which included selection procedures and those intended to enhance employee motivation, such as performance appraisals and performance-based promotions. Results showed a positive relationship between HPWS as a whole and organizational financial performance. Combs et al. (2006) meta-analytically reviewed this research and reported that a one standard deviation increase in use of HPWPs was associated with a .20 standard deviation increase in firm performance. Similarly, Rabl et al. (2014) found an overall positive relationship between HPWS and business performance ($\rho = .28$), a link that varied in magnitude across nations but

remained positive in all 29 countries included. . In fact, some studies found that the relationship between staffing activities and organizational performance disappeared once other non-selection HR practices (e.g., Absar et al., 2012; Singh, 2004) or prior performance was accounted for (Guest et al., 2003; Wright et al., 2005).

Saridakis et al. (2017) conducted a meta-analysis of eight longitudinal studies and reported a corrected correlation of .29 between the HPWS at time 1 and firm performance at time 2, supporting the causal effect of HR practices. Kim and Ployhart (2014) further explored the selection–performance link and examined whether it was dependent on the economic context. Using the Great Recession as a naturalistic experiment, they demonstrated that selective staffing, operationalized as the selection ratio, was predictive of profit growth indirectly through productivity. Furthermore, results showed that training was more beneficial for prerecession profitability, whereas staffing was more beneficial for postrecession recovery. So, selective staffing seems to accumulate generic human capital which aids organizations in adapting to environmental changes.

2.4.4 Recruitment, Selection and Organisation Performance

According to Ongori, Henry, and Temtime's (2009) article, small and medium-sized businesses can enhance their organizational effectiveness and human resources practices by using effective recruiting and selection procedures. Olatunji and Ugoji (2013) found that organizational recruitment practices have an impact on employee behavior and performance. They conducted a survey of a sample of Nigerian workplaces using primary data, and they found that while the study did not use any variables to measure organizational development or performance, it did measure the perception of male and female employees.

According to Djabatey (2012)'s research, the purpose of the case study on HFC Bank's recruitment and selection policies was to evaluate the efficiency of certain practices and procedures. According to the findings of their study, posting job openings and employee recommendations are the two methods used most frequently to find potential employees. It was also discovered that the method used in the hiring and selection process was very successful and, moreover, contributed to improving employee performance. In their study of the impact of hiring and firing decisions on organizational performance, Adeyemi, Dumade, and Fadare (2015) used a questionnaire to collect data from a sample of just 20 Access Bank branch employees. According to the study, general public job advertisements, the use of employment agents, and the finding that employee referrals are the primary technique for finding suitable employees all point to the fact that the strategy utilized in the hiring and selection process was very successful. Because of the study's small sample size, it is impossible to extrapolate its findings to all access bank personnel. Jonathan et al (2012) in their study of the effect of recruitment and selection of employees on the performance of small and medium enterprises in Kisumu Municipality- Kenya the study showed a significant effect between recruitment/selection and SMEs performance, that recruitment and selection accounts for 72.4% of the variance in the performance of the SMEs and the better the recruitment and selection, the higher the performance of the SMEs. According to Raphael (2010) planning for future job and employee needs as well as the way the organization performs within its various functions is an essential aspect.

Marcus (2010) studied the effect of selection process to the performance of public institutions in Tanzania and revealed that there is direct correlation between selection process and the performance of public institutions. Mustapha et al (2013) opined that the aim of recruitment goes beyond mere filling of vacancies to include individual development and achievement and building

a strong organization where effective team work, and the individuals needs are realized at the same time. The study argued that to achieve this aim, the organizations must adopt recruitment policies that are internally consistent and which are also consistent with the objectives of the organization and the expectations of the larger society.

The study of Opayemi, and Oyesola (2013) established the relevance of some personal attributes or socio-demographic factors as influencing perception of the link between selection interview, selection test and employee performance. The study revealed that employees in the age range of 20-25 years reported the highest mean score on perception of the link between selection interview, selection test and employee performance. Therefore, recruitment/selection interview and recruitment/selection test are good predictors of employee performance, if conducted in a standardized form.

Adeyemi et al (2015) also opined that employees should all be treated fairly in the recruitment and selection process and be appraised constantly to ensure that they improve upon their performance. Ekwoaba, et al. (2015) in a study of the impact of recruitment and selection criteria on organizational performance revealed that recruitment and selection criteria have significant effect on organization's performance that the more objective the recruitment and selection criteria, the better the organization's performance.

Kepha, Mukulu and Waititu (2012) used descriptive research designs to study the influence of recruitment and selection on the performance of employees in research institutes in Kenya a sample size of 256 employees of the population drawn from all Government owned research institutes, the study revealed that the correlation between employee performance and recruitment and selection were highly significant at 0.374 ($P=0.000$).

Ahiauзу, (1999) also concur with this by saying that “what we see as tools, machines, production methods and techniques, which constitute hard and soft technologies are merely manifestation of what had earlier existed in the minds of men, in the form of ideas, that had become crystallized from human thoughts” therefore the issue of employees recruitment process into organizations is very paramount to the continuous existence of an organization hence the failure of the employee is the failure of the organization. Stephen, Cowgill, Hoffman and Housman (2013) studied impact of hiring through referral using novel and detailed productivity and survey data from nine large firms in three industries revealed that employee referrals allow firms to select workers that better suit for particular jobs in the organization that firms benefit from referrals predominantly by selecting workers with a better fit for the job, as opposed to referrals selecting workers with higher overall quality. The study shows that employee referrals enhances monitoring and coaching and makes work environment more enjoyable as they work with friends because workers refer others like themselves, not only in characteristics but in behavior.

Bohlander, Snell & Sherman (2001) reported that it is important for managers to understand the objectives, policies and practices used for selection. More importantly, those responsible for making selection decisions should have adequate information upon which to base their decisions. As Robbins (2005) observed, organization’s human resource policies and practices represent important forces for shaping employee behaviour and attitudes. According to Okoh (2005), not just that organizational selection practices determine who is hired, the use of the proper selection criteria will increase the probability that the right person will be chosen. When the best people are selected for the job, productivity increases (Osemeke, 2012).

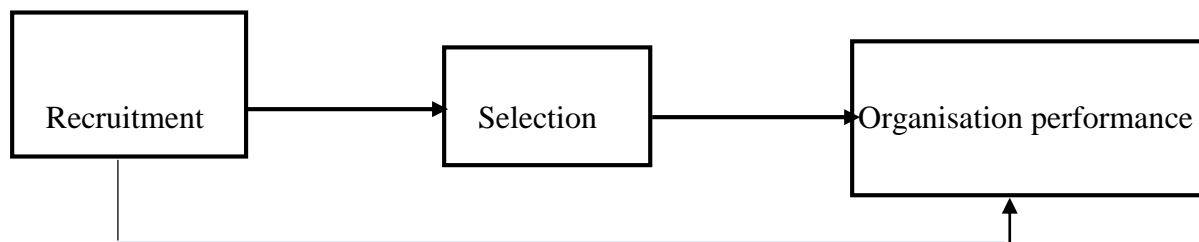
Truth be told, the essential reason for recruitment is to make a pool of appropriately qualified possibility to empower the choice of the best contender for the organization, by drawing in an ever

increasing number of workers to apply in the organization though the fundamental motivation behind selection process is to pick the correct possibility to fill the different positions in the organization (Gamage, 2014). Accessible proof shows that there is a positive and noteworthy connection amongst recruitment and selection and the execution of an undertaking (Gamage, 2014). Sang (2005) for instance found a positive relationship amongst recruitment and selection and business execution. Different examinations, for example, Syed and Jama (2012) have similarly demonstrated that executing a powerful recruitment and selection process is emphatically identified with hierarchical execution.

For Gamage (2014) the selection practices will figure out who is employed. In the event that legitimately planned, it will recognize the able hopefuls and precisely coordinate them to the activity. The utilization of the correct selection gadget will build the likelihood that the perfect individual is filled with a space. At the point when the best individuals are chosen for the activity, efficiency increases. On the whole, Sinha and Thaly (2013) noticed that there is an assortment of enlistment approaches (e.g. worker referral, grounds enrolment, publicizing, enlistment offices/specialists, work destinations/entryways, organization sites, online networking and so forth.); and most organizations will utilize a blend of at least two of these as a component of an enlistment procedure or to convey their general recruitment methodology. Be that as it may, which enlisting or recruiting channels ought to be utilized relies upon the activity position, on the organization's manager image, on the assets the organization has on its enrolling group, on what amount of selecting spending plan the organization has, and so forth. One can utilize them all and discover which suits the best. Each enrolling channel offers distinctive advantages and impediments and works better for specific circumstances and organizations. The key is gathering continuous enlistment measurements on these selecting channels to make sense of what works best

for the organization in various circumstances. The enlisting background of each organization is extraordinary and the most ideal approach to make sense of what works best is to dissect measurements in light of the past selecting endeavours, not the endeavours of every other person. Once the organization has its enrolling measurements arrangement set up, the time has come to begin utilizing the enlisting channels that the organization thinks will work for it game plan (Sinha and Thaly, 2013).

2.5 Conceptual Framework



The following hypothesis are development;

H1: there is a relationship between recruitment and organisation performance.

H2: There is a relationship between recruitment and selection

H3: There is a relationship between selection and organisation performance.

H4: There is a mediating role of selection on the relationship between recruitment and organisation performance.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This study is aimed at examining the impact of recruitment on organizational performance: The mediating role of selection. A case study of the electricity company Ghana limited- Abuakwa west. This chapter discusses the research design, target population, sample, sampling techniques sources of data, and data collection procedures used in obtaining the required data. And also the review of the study's ethical issues, as well as validity and reliability are addressed.

3.2 Research Design

According to John (2017), the research design is the blueprint for fulfilling research objectives and answering research questions. In other words, it is a master plan specifying the methods and procedures for collecting and analyzing the needed information. In order to meet this study's objectives, descriptive research was used. The approach involves collecting data that represents events and then organizing, tabulating, depicting, and describing the data. For the purpose of this study quantitative data was utilized. The methodology and procedures used to carry out scientific research are embraced by research design. The study type, data gathering techniques, and statistical analysis strategy are all determined by the design. Since the purpose of this study is to examine the impact of recruitment on organizational performance. The mediating role of selection, an explanatory research methodology was used. In order to gather empirical information about recruitment and selection activities and how they impact organizational performance, a survey approach was utilized as the study strategy. Using a survey allows for the generalization of results using a sample size that is typical of the entire population.

3.2 Research Population

The target populations of the study were electricity company Ghana employees, who are working in Abuakwa west branch. The term "study population" refers to the individuals or things that researchers frequently find interesting. The population is the total number of a specified class of individuals, things, locations, or events that have been chosen because they are pertinent to a particular study issue. The employees of the electricity company Ghana, who are working in the Abuakwa West branch are the study's target population, which is the whole collection of units for which research data would be utilized to draw generalizations or inferences. This study had an estimated population size of one hundred (100) people.

3.3 Sample Size

In most cases, it is impracticable for a researcher to collect data from the entire population so it is necessary to take samples through appropriate sampling techniques. A good sampling design is achieved by a representative sample, which also results in a small sampling error, is viable in the context of available funds, and the result of the sample study can be applied to the total population. A sample is a selection of a group of people or events from a population to be able to find out true facts about the sample that will be true of the population. This study had an estimated population size of one hundred (100) people and this large size made it impossible for the researcher to test every individual member of the population. As such, a sample size of sixty (60) respondents, representing 60% of the population was chosen as a true reflection of the population for the study. Based on the probabilistic sampling procedure, this study used the simple random sample technique to select the sample size for the study. This technique conforms to Cohen, Manion, & Morrison (2018), that simple random is a form of a probabilistic sampling technique that gives

participants an equal chance of becoming part of the sample. The subjects are handpicked from the accessible population randomly to form the 60 sample size.

3.4 Sources of Data

The study consumed both primary and secondary data sources. The primary data was collected from employees who are working currently Abuakwa ECG. The secondary data was obtained through the detailed analysis of a review of the related literature from relevant reports, journal articles, and books. Questionnaires were used to gather primary data from a representative sample of employees. Indeed, closed-ended questionnaires were developed.

3.5 Data Gathering Instruments

The primary data collection instrument in this study was a questionnaire. Because a questionnaire is an essential component of the data collection process. Furthermore, the questionnaire is structured to achieve survey objectives based on questionnaire design requirements in order to collect information in such a way that survey respondents understand the questions and can easily provide the correct answers in a manner that is appropriate for subsequent data collection and analysis. To make the study quantitative, clear, and reliable, the same questionnaire with five points standardized Likert scale questionnaire ranging from 1 strongly disagree to 5 strongly agree was developed for the employees.

3.6 Procedures of Data Collection

The researcher personally administered the questionnaire to the targeted sample size in the selected areas in Ghana. The researcher obtained an introductory letter from the Management head of

department. This introductory letter helped the researcher to get the needed assistance and cooperation from the company executives. The researcher explained the purpose of the study, assured anonymity and confidentiality of the respondents and encourage participation. This enabled the researcher to establish the needed rapport with the prospective respondents and as well sought their cooperation.

After that, copies of the questionnaire were distributed to the respondents and the instruction for the questionnaire and the items were carefully explained to them. There was question time, during which respondents were allowed to ask questions pertaining to the completion of the items in the questionnaires. Respondents were given some time to respond to the instruments and hand them over to the Head of Department, Human Resources after which the researcher went for the completed questionnaires.

3.7 Method of Data Analysis

Data from questionnaires was analyzed through descriptive statistics such as mean, standard deviation, percentage, frequency distributions to describe the research sample, Correlation analysis to calculate the strength and direction of the relationships between the independent and dependent variables, and regression analysis to identify the cause and effect relationship between the research variables. For achieving accurate results in interpreting the raw data into meaningful information, data analysis was supported by SPSS software version 20.0 (Statistical Package for Social Science).

3.8 Reliability and Validity

Validity determines whether the research truly measures that which it was intended to measure. Thus validity measures how truthful the research results are or the extent to which scores truly reflect the underlying variable of interest. The thesis would seek expert judgment from superiors to verify and improve the value and content of research data collection instruments in order to assess the validity of the questionnaires. Any argument in the questionnaire that is considered to be vague in terms of eliciting pertinent information was updated and restructured. Faux (2019), Reliability is one of the major criteria for evaluating research instruments. According to Lombard (2018), Coefficients of .90 or greater are nearly always acceptable, .80 or greater is acceptable in most situations, and .70 is appropriate. A Chronbach's alpha score of 0.7 is considered acceptable. The result of the test was obtained by using SPSS version 26. The table below discusses the results for the cronbach alpha test.

Variables	Cronbach's Alpha	N of Items
Recruitment practices	.932	6
Selection practices	.864	5
Organisation performance.	.862	4

Field survey, 2022.

3.9 Ethical Considerations

The cornerstones of field research operations to obtain pertinent and suitable data are confidentiality and privacy. The goal of the study and the privacy of the data were guaranteed by the researcher. Respondents have guaranteed that any data collected using data collection tools will only be utilized for academic purposes. Data and papers were protected during the research

process and stored securely without being given to outside parties. The research inputs and outputs were kept as backups. Additionally, the organization gave its approval for the study to be done, and the respondents' consent was required to collect their data. The sources and resources that were used, however, have all been properly acknowledged.

3.10 Organisational Profile

The enactment of the Electricity Corporation Decree, 1967 (NLCD 125) and the repeal of the Electricity Act, established the Electricity Corporation of Ghana (ECG). For the next two decades, ECG was to remain the entity solely responsible for electricity supply and the distribution networks nationwide. In 1987, the corporation's sphere of operation was limited to the southern parts of Ghana which also had the greater concentration of customers. The first government-sponsored public electricity supply in the country commenced in 1914 at Sekondi. It was operated by the Railway Administration which extended supply to Takoradi in 1928. Meanwhile, the Public Works Department had commenced a limited Direct Current (DC) supply in Accra during 1922-this was immediately followed by a large Alternating Current (AC) project which commenced in 1924. A small plant consisting of three horizontal single cylinder oil-powered engines was installed in Koforidua in 1925. Also in 1926, work commenced on providing power to Kumasi. During the period 1929-30, limited electricity supply was extended to Tamale until a new AC plant was installed in 1938. The next power station to be established was Cape Coast which came into being in 1932. Subsequent to its takeover by the Electricity Department from the Public Works and Railways on 1st April, 1947, a power station at Swedru was commissioned in 1948. This was followed by the installation of generating plants at Oda, Dunkwa and Bolgatanga in 1948. The Tema power station was commissioned in 1956 with a 3 x 650 kW generating set. The Ho power

station followed in 1957. From 1961-64, the Tema Station was extended to a maximum capacity of 35,298 kW, thus, making it the biggest single diesel-powered generating station in Africa. Ghana's main electrical power source, the Akosombo Dam has a total Plant capacity of 1020 megawatts. The country has constructed a 330 megawatts thermal plant in Takoradi to supplement its power supply needs. A 560 megawatt Sunon Asogli Power is under construction. The first phase of 200 megawatts has been completed. There is an ongoing project to build another 400 MW hydropower plant at the Bui dam in the Brong Ahafo region.

Further, the company has many strategic business units (SBUs) across the country with Abuakwa West being art of the SSBUs the Abuakwa West part provides assistance to the environs of the Atwima Nwabiagye district.

CHAPTER FOUR

ANALYSIS OF DATA

4.0 Introduction

This chapter includes discussions on data analysis, interpretations, and presentation. While quantitative data was investigated using inferential and descriptive statistics, qualitative data was examined using content analysis. Frequency distributions, percentages, and frequency tables were utilized to depict the demographic information and the regression for the key questions, making the data simple to understand and evaluate.

4.1 Demographic Information

The study got underway by carefully going over the respondent's background information. Notably, information was sought on areas like gender classification, age, length of service, and educational attainment.

The sample population for the study was composed of 60 individuals. The 60 study participants that responded to the surveys all did so, achieving a response rate of 100%. The response rate is deemed appropriate based on Mugenda & Mugenda's (2012) assertion that a 50% rate of response is suitable for analysis and reporting. An extraordinary rate is one that is 70% or more, while a reasonable rate is 60%. A prompt asking respondents to identify their gender category was used. To ensure that male and female respondents participated equally, this was done. The results showed that 32.8% of respondents were female and 67.2% were male. Due to the fact that both sexes participated in the study, gender bias was probably not an issue.

Because people of different ages may have varied opinions about other topics, this study sought to incorporate and gather opinions from all age groups. According to the survey's findings, 20.0% of

respondents were between the ages of 31 and 40; 13.3% were under the age of 20; and 61.7% of respondents were between the ages of 20 and 30. The study also found that 5.0% of respondents were between the ages of 41 and above. This suggested that respondents from a range of age groups took part in the survey.

To ensure that they could answer the research questions, respondents were required to state their highest level of education. According to the findings, 44.3% of respondents had a bachelor's degree, 26.2% had an HND, 23.0% had a master's degree, and 6.6% had a PhD. This suggested that all of the respondents were well educated, which suggested that they would have no trouble responding to the research question.

According to service years, 31.1% of respondents had worked for 5-6 years. As a consequence, 29.5% of the respondents had worked and had between 1 and 4 years of experience. A number of the respondents, or 16.4%, had jobs they had held for 7-10 years. 23% of the individuals also had 10 years or more of employment histories. This suggests that they are familiar with the specific business.

Table 4.1 Demographic information

Demographics	Responses	Frequencies (N)	Percentages (%)
Gender	Male	40	67.2
	Female	20	32.8
	<i>Total</i>	60	100.0
Age	Below 20 years	8	13.3
	20-30 years	37	61.7
	31-40 years	12	20.0
	41 and above	3	5.0

	<i>Total</i>	60	100.0
Education	HND	15	26.2
	Degree	27	44.3
	Masters	14	23
	Ph.D.	4	6.6
	<i>Total</i>	90	100
Years of Service	1-4 years	18	29.5
	5-6 years	19	31.1
	7-10 years	10	16.4
	10 and above	13	23.0
	<i>Total</i>	60	100.0

Field Survey, 2022.

4.2 Descriptive statistics

4.2.1 Recruitment Practices

This study sought to find the impact of recruitment practices on organizational performance. Majority of the respondents agreed that recruitment practices virtually improves performance. From the table below, a great number of the respondent agreed that the recruitment process was satisfactory thus the highest means scores of (3.5738). The next means scores (3.5738) indicates that the recruitment practices lead to recruit competent stuff for the company. In terms of adequate information about the organization and job is provided to the candidate at the time of recruitment had a mean scores of (3.4918) indicating the extent of agreement. The current post of my job is proportional to my educational and vocational skills had a score of (3.4098). The recruitment

policy is implemented effectively significantly had a mean score of (3.3770). Lastly, the procedure allow recruiting the right person to the right job had the least mean of (3.3443).

Items	Mean	Std. Deviation	Ranking
RP6	3.5738	1.04018	1 st
RP5	3.5738	.99094	2 nd
RP3	3.4918	.94204	3 rd
RP2	3.4098	1.03886	4 th
RP1	3.3770	1.03544	5 th
RP4	3.3443	.98124	6 th
Totals	3.48524	1.009492	

Field survey, 2022

4.2.2 Selection Practices

This section sought to find the impact of selection practices on organizational performance. From the table below, majority of the respondents agreed that the selection criterion used by the company was enough to select competent employees with the highest mean score of (3.7869). Further, most of the employees indicated that the selection procedure was nondiscriminatory regarding gender, race, religion etc. this has a mean score of (3.6230). Also, the procedure allows selecting the right person to the right job had a mean score of (3.5574) indicating the level of agreement. In terms of the selection system selects those having the desired knowledge skills and altitude, the employees express their agreement with a positive mean score of (3.5246). Lastly, handful of the respondents indicated that the selection procedure was fair and free from bias with a mean score of (3.3934).

Items	Mean	Std. Deviation	Ranking
SP5	3.7869	.87778	1 st
SP2	3.6230	.95156	2 nd
SP3	3.5574	1.08819	3 rd
SP1	3.5246	1.01006	4 th
SP4	3.3934	1.11473	5 th
Totals	3.57706	1.008464	

Field survey, 2022

4.2.3 Organizational Performance

This section sought to find out how recruitment practices affect organizational performance. The mediating role of selection practices. From the table below, most of the respondents agreed that quality of services is enhanced if the organization attracts the right men for the job having gone through the appropriate screening process, thus a mean score of (3.7213) was achieved. Further, the employees also contended that this has the potential of increasing productivity in the organization with a mean score of (3.6557). Virtually, every organisation has its own goals to be achieved, thus the employees indicated this action subsequently helps the organization to achieve its stated goals, this achieve a mean score of (3.6393). Lastly, getting the right applicants for a job position and taking them through the right selection process account to wastage cost reduction. The mean score was (3.2167).

Items	Mean	Std. Deviation	Ranking
OP2	3.7213	1.00218	1 st
OP3	3.6557	.99809	2 nd
OP1	3.6393	.89504	3 rd
OP4	3.2167	1.26346	4 th
Totals	3.55825	1.03969	

Field survey, 2022.

4.3 Regression Results

In order to determine the link between two or more quantitative variables—an independent or explanatory variable (or variables), which may be known, and a dependent variable, whose value must be predicted—regression analysis is a statistical technique. The technique is used to determine which equation best describes the dynamics between the variables. Multiple regressions build an equation that forecasts one variable using two or more independent variables. Regression analysis is used to comprehend the statistical dependence of one variable on other variables. The technique can show how much of the variance between variables can be attributed to independent factors and how much may be assigned to dependent variables. Equations are frequently used to illustrate the relationship between the variables.

Table 4.2. To examine the relationship between recruitment practices and organizational performance

Variables	B	Std. Error	T	Sig.
(Constant)	2.005	.489	4.101	.000
Gender	.073	.164	.447	.657
Age	-.115	.108	-1.071	.289
Education	.035	.085	.409	.684
YOS	-.038	.067	-.574	.568
GYJTC	.113	.081	1.402	.167
RP	.403	.089	4.515	.000
<i>R</i>	.601 ^a			
<i>R</i> ²	.361			
<i>Adjusted R</i>	.288			
<i>F</i>	4.098			
<i>Sig.</i>	.000 ^b			

Dependent OP

Table 4.2 presents the summary statistics for the regression analysis showing the effect of recruitment practices on worker performance. The multiple correlation coefficients ($R = 60.01\%$) in the table demonstrate a linear relationship between the observed and predicted values of the dependent variable. Its high value made a positive and significant connection between the predictor variables and the dependent variable clear. According to the R^2 value in the table above, which is 36.1%, the independent variable can account for 36.1% of the dependent variable (organizational

performance) (recruitment practices). The level of explanation for the study's findings is low (36.1%).

The R^2 value of 36.1% indicates that the independent variables under research may account for the minority of the impact of recruitment on organisation performance. Since it is obvious that the other factors not examined in this study were responsible for a sizable portion (63.9%) of the impact of recruitment on organisation performance, more research should be done to examine these other effects. With a p-value of 0.000 or less than 0.05, the adjusted R Square is 28.8% and the F-statistics are 4.984. Therefore, the performance of the workforce is significantly influenced by at least one of the explanatory factors.

The results of the multiple regression analysis show that recruitment practices (RP) predictor factors account for 28.8% of the variation in the dependent variable. Additionally, the results showed that the recruitment practices statement had a significant impact, as indicated by the F-statistic of 4.984 and the p-value of 0.000, which is less than 0.05, when taking into account the overall impact of every element of the impact of recruitment practices on performance.

Additionally, the study discovered that a recruitment practices had a P-value of 0.000, or less than 0.05, beneficial effects on performance. This shows that the quality recruitment practices an organisation use to attract quality applicant for a job post the better they perform.

Table 4.3. To examine the relationship between recruitment practices and selection practices.

Variables	B	Std. Error	T	Sig.
(Constant)	.799	.403	1.981	.053
Gender	.076	.135	.559	.579
Age	.043	.089	.489	.627
Education	-.089	.070	-1.271	.209
YOS	-.012	.055	-.214	.831
GYJTC	.044	.067	.665	.509
RP	.768	.074	10.431	.000
<i>R</i>	.842 ^a			
<i>R</i> ²	.709			
<i>Adjusted R</i>	.679			
<i>F</i>	21.551			
<i>Sig.</i>	.000 ^b			

Dependent SP. Field survey, 2022.

R^2 is the proportion of a dependent variable's variance that can only be explained by independent variables. The recruitment practice of the organisation explained 84.2% of the selection practices, according to the coefficient of determination (R^2), R Squared, which was 0.842.

Because the significance level (p-value) was less than 5%, the study discovered that the regression model had a significance level of 0 from the ANOVA statistics, indicating that the data was ideal for estimating the population parameters. F's important relevance of significance was 0.000 when

compared to the computed value, which was 21.551. As a result, the computed value of F exceeded the critical value of 1.96, showing that attracting the right applicant for a selection interview or test practices adopted by the organisation had a considerable impact on performance. Additionally, the model was significant because the significance level was below 0.05.

Table 4.4 To examine the relationship between selection practices and organizational performance

Variables	B	Std. Error	T	Sig.
(Constant)	1.724	.488	3.536	.001
Gender	.036	.158	.225	.823
Age	-.130	.104	-1.256	.215
Education	.081	.081	.991	.326
YOS	-.031	.064	-.491	.626
GYJTC	.103	.078	1.329	.189
SP	.470	.092	5.120	.000
<i>R</i>	.639 ^a			
<i>R</i> ²	.408			
<i>Adjusted R</i>	.341			
<i>F</i>	6.081			
<i>Sig.</i>	.000 ^b			

Dependent variable OP

R^2 is the proportion of a dependent variable's variance that can only be explained by independent variables. The selection practice of the organisation explained 40.8% of the performance fluctuations, according to the coefficient of determination (R^2), R Squared, which was 0.408.

Because the significance level (p-value) was less than 5%, the study discovered that the regression model had a significance level of 0 from the ANOVA statistics, indicating that the data was ideal for estimating the population parameters. F's important relevance of significance was 0.000 when compared to the computed value, which was 6.081. As a result, the computed value of F exceeded the crucial value of 1.96, showing that the right selection practices adopted by the organisation had a considerable impact on performance. Additionally, the model was significant because the significance level was below 0.05.

Table 4.5. To examine the mediating role of selection on organizational performance

Variables	B	Std. Error	T	Sig.	VIF
(Constant)	1.720	.489	3.518	.001	
Gender	.046	.159	.292	.772	1.129
Age	-.131	.104	-1.257	.215	1.107
Education	.067	.083	.800	.428	1.058
YOS	-.034	.064	-.530	.599	1.056
GYJTC	.097	.078	1.245	.219	1.208
RP	.129	.151	.858	.395	3.450
SP	.357	.161	2.219	.031	3.440
<i>R</i>	.645 ^a				
R^2	.416				
<i>Adjusted R</i>	.337				
<i>F</i>	5.992				
<i>Sig.</i>	.000 ^b				

The percentage of variance on the dependent variable that can only be explained by independent variables is referred to as R^2 . The coefficient of determination (R^2), R Squared, was 0.645, meaning that 64.5% were explained by the selection criteria as a mediator on the relationship between recruitment and performance variations.

The study found that the regression model had a significance level of 0 from the ANOVA statistics, indicating that the data was perfect for determining the population parameters because the significance level (p-value) was less than 5%. When compared to F's computed value, which was, F's crucial importance of significance was 0.000 As a result, the computed value of F (5.292) was greater than the critical value of 1.96, indicating that selection mediates the relationship between recruitment practices and performance variations. The model was also substantial because the significance value was less than 0.05.

4.4 Path Analysis. Table 4.4.

Variables	B	Std. Error	T	Sig.
RP-OP	.403	.089	4.515	.000
RP-SP	0.679	.061	10.431	.000
RP-SP-OP	(.403×.768)	(.089×.074)	4.150	.000

Field survey, 2022

The indirect effect was tested using the Sobel test. The computer value used was the beta coefficient values and their respective standard errors for both path A (recruitment practices to selection practices) and path B selection practices to performance). The result of this calculation was a T- score of 4.150 at a P-value of 0.000 which is less than 0.05. This means that the indirect

effect was statistically significant since the T-score is greater than the critical value of 1.96. This indicates that there is an indirect effect of selection practices on organization performance. This indicates that the mechanism through which recruitment affects performance is through selection practices.

Gamage (2014) noted that the recruitment and selection practices will determine who is hired, shapes employee behaviour and attitude. If properly designed, it will identify competent candidates and accurately match them to the job. The use of the proper 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. According to Rauf (2017) there is a positive association between the extensiveness of recruiting, selection test validation and the use of formal selection procedures, organisations performance and firm profits. Rauf (2017) further concurred that sophisticated recruitment and selection procedures are positively related to performance in organizations. Accordingly, Okoh (2015), not just that organizational selection practices determine who is hired, the use of the proper selection criteria will increase the probability that the right person will be chosen. When the best people are selected for the job, productivity increases (Osemeké, 2012). Armstrong (2018) indicates that if recruitment and selection process is not compromised, then an organization is capable of procuring employees who are committed to the ideas of the organization.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter presents the summary of the major finding of the study, the conclusion attained and makes a relevant recommendation based on the finding of the study. The chapter ends by making suggestions for future research.

5.1 Summary

The primary focus of the study was to assess the impact of the recruitment practices on job performance. The mediating effect of selection practice. The researchers used probability sampling of a simple random method for data collection and the regression technique for data analysis. The study used Abuakwa electricity strategic business unit in the Ashanti region for the study. The findings of the study revealed that recruitment practices was statistically significant to job performance. Also, the recruitment practices was found to be significant to selection practice. The indirect effect (mediating effect) according to the Sobel test was statistically significant.

5.2 Conclusion

On the effect of recruitment practices on performance, the vast majority of respondents agreed that attract the right quality and quantity of job applicants for a job post is as important as the performance of the organisation. The study established a significant positive effect between application of recruitment practices and the performance. Based on this, the study concludes that high performance is achieved when recruitment practices are implemented in the right way. Further, the indirect effect of selection on performance was revealed to be statistically significant.

Recruitment and selection in any organization is a genuine business as the achievement of any organization or productivity in benefit conveyance relies upon the nature of its workforce who was enlisted into the firm through recruitment and selection works out (Ezeali and Esiagu, 2010). Bohlander, Snell and Sherman (2018) revealed that it is imperative for directors to comprehend the targets, approaches and hones utilized for selection. All the more critically, those in charge of settling on selection decisions ought to have satisfactory data whereupon to base their choices. As Robbins (2015) watched, organization's human resource approaches and hones speak to critical powers for forming worker conduct and dispositions. In perspective of the discoveries, the examination recommends that in outlining and organizing enlistment and selection criteria quality ought not to be bargained. This is all the more so as the correct sort of work is difficult to find. Moreover, given that hierarchical condition is regularly changing, the bank's administration is entreated to continually assess the bank's determination strategies on the premise of their legitimacy, fair-mindedness, extent of use, and cost. Penultimately, it's apparent to note that, recruitment and selection are tools used in picking the best candidates for a vacuum position in an organization or getting the appropriate applicants for a job after the candidates have been sieved and filtrated by the human resource team. Humans as we are, we are behavioural animals and so, individuals ought to undergo a constant scrutiny in as much as recruitment and selection process are not frowned upon in seeking for the best candidates for catapulting an organizational performance and effectiveness.

5.3 Recommendation

Based on the research findings the following recommendations are made to enhance the recruitment and selection practices of organisation. As the world is evolving faster in technology it is recommended that organisations better consider adding announcement methods in the likes of social Medias and job sites. It helps to reach many and diversified applicants. Hence, the right applicant may be attracted. The results gained from the majority of respondents showed during the selection process in paper examination phase starting from fulfilling the exam conditions to the appropriateness of the questions to measure the knowledge, skills and abilities of the candidates are weak. It is better that the exam to be framed and prepared by recruitment and selection committee with the guidance of experts on the area.

The selection criteria of organisations are strongly recommended to be transparent. The results in each selection process better are revealed to applicants. Organisations better provide equal employment opportunities for all regardless of gender, race, ethnic group and religion by applying transparent selection criteria because diversified staff leads to increased service quality.

Organisations needs to pay enough attention to this area. It is recommended the recruitment and selection committee to evaluate applicants' stability and willingness to give their best to the organization. The organisation better motivate its employees when employed to provide a quality service that would improve the performance of the organisation through achieving effectiveness and efficiency.

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APPENDIX

AKENTEN APPIAH-MENKA UNIVERSITY OF SKILLS TRAINING AND ENTREPRENEURIAL DEVELOPMENT, KUMASI CAMPUS

Questionnaire.

Please spend a few minutes responding to these questions. The study sought to **examine the impact of recruitment practices on organizational performance. The mediating role of selection.** The researcher solicits your consent and support in this study. The researcher assures you that all information provided for this study would remain confidential and would be used for purely academic purposes. Kindly, complete this questionnaire with appropriate answers with **tick** []. Thank you.

Section A: Demographic information

1. Sex of the Respondent Male [] Female []
2. Age of Respondent Below 20 years [] 20-25 years [] 26-30 years
[] 31-35 years [] 36-40 years [] Above 40 years []
3. Educational Background Diploma/ HND [] Bachelor Degree [] Master's
Degree [] PhD []
4. Years of Service 1-3 years [] 4-6 years [] 7-9 years [] Above
10 years []
5. How did you join your Company? a. Advertisement [] b. Employment agency [] c. Walk-
in [] d. Through friend [] e. Educational Institution []
6. Which of the following types of recruitment do you often use? a. External [] b. Internal []

Section B: Recruitment practices

Please indicate the extent to which you agree with the following statement regarding to **Recruitment practices** as used in the organization. Respond on a likert scale of: 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree

Code	Recruitment practices	1	2	3	4	5
RP1	The recruitment policy is implemented effectively.					
RP2	The current post of my job is proportional to my educational and vocational skills.					
RP3	Adequate information about the organization and job is provided to the candidate at the time of recruitment					
RP4	The procedure allow recruiting the right person to the right job.					
RP5	The recruitment practices lead to recruit competent staff for the company					
RP6	The recruitment process was satisfactory.					

Section C: Selection practices

Please indicate the extent to which you agree with the following statement regarding to **Selection practices** in the organization. Respond on a likert scale of: 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree

Code	Selection practices	1	2	3	4	5
PL1	Selection system selects those having the desired knowledge skills and altitude.					
PL2	The selection procedure is nondiscriminatory regarding gender, race, religion etc.					

PL3	The procedure allow selecting the right person to the right job.					
PL4	The selection is fair and free from bias.					
PL5	The selection criterion used by the company to select Competent employees.					

Section D: Organizational performance

Please indicate the extent to which you agree with the following statement regarding **Organizational performance**. Respond on a likert scale of: 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree

Code	Organizational performance	1	2	3	4	5
OP1	The organization achieved its stated goals.					
OP2	Quality of services is enhanced.					
OP3	Increases productivity					
OP4	Wastage cost reduced					