Recruitment and Selection Policies and Procedures and their effects on Organisational Performance: A Case Study

Anniibert Nanor¹, Edward Owusu², Mavis Mensah Senyah³, Evelyn Kumah Osei Owusu⁴, Samuel Kofi Agyei⁵

¹Ghana-India Kofi Annan Centre of Excellence in ICT, ²Sunyani Technical University, Sunyani, Ghana, ³Sumy State University, Sumy, Ukraine, ⁴Garden City University College, Kumasi, Ghana, ⁵Kwame Nkrumah University of Science and Technology, Kumasi, Ghana, ⁶Presbyterian University College, Asante Akyem, Campus, Ghana

maananor@gmail.com, edward.owusu@aspd.sumdu.edu.ua, mavis.senyah@aspd.sumdu.edu.ua, osei.owusu@aspd.sumdu.edu.ua, skofiagyei@gmail.com

Abstract. This paper examines the impact that HR recruitment and selection policies and procedures have on organisational performance at the Ghana-India Kofi Annan Centre of Excellence in ICT (AITI-KACE). Drawing from a sample of 39 respondents, the study used the sequential explanatory mixed method design. Quantitative data and analysis were obtained using questionnaires. Qualitative data and analysis were obtained through interviews and focus group discussions. Results from the study revealed that AITI-KACE has a policy on recruitment and selection, which the organisation mostly adheres to. The sources of recruitment and selection were both internal and external. The results also revealed a significant link between recruitment and selection practices on organisational performance. The outcome of the study further showed that there was no significant link between recruitment and selection practices and the employment of competent staff. Political and socio-economic elements are primary influences on the selection of candidates. The study proposed that all prospective workers should be handled equally throughout the recruitment and selection processes. The study further recommended that formal guidelines and procedures on the recruitment and selection processes are appropriately adhered to, to guarantee that the best and most deserving workers are engaged.

Keywords. Recruitment and selection, organisational performance, HR policies, AITI-KACE

1. Introduction

The HR management function of attracting and selecting is critical to the quality of any institution’s human resource strengths and capabilities. Recruitment and selection activities are very critical to the success of businesses as it forms the foundation of HRM activities. Because of how important it is to the success and survival of businesses, organisations spend budgets and resources to develop policies and procedures for their successful implementation to attain business goals. Even though different policies and organisational cultures existed to support ethical conduct in businesses, the extent of ethical conduct during the process of attracting and
selecting personnel remains deficient [1]. This study is aimed at assessing the effectiveness of these policies and procedures.

As a consequence of low job growth, burgeoning youthful population, and high unemployment rate are increasing reported cases and worries of partiality and transparency in the process of recruiting and selecting candidates in Ghana's labour market. Human Resource (HR) managers in Ghana are, therefore, commonly, reported as not following accepted HR policies and procedures during recruitment and selection processes [2]. HR policies and procedures refer to rules governing the method by which a business likes to manage its workforce on different issues regarding employment and intent of the business on various functions of HR management such as recruitment and selection, training, compensation, and promotion [3]. HR policies and procedures become reference points when HR practices are being designed or during the decision-making processes about the staff of the organisation [3]. Gowthaman’s definition suggests that HR policies and procedures spell out guidelines on how every workforce of an organisation ought to execute their duties in the organisation and also what each staff can do and cannot do once they are within the organisation. Policies and procedures indicate all activities that may be performed by employees of an organisation as well as what decisions may be made by them.

Recruitment, on the other hand, denotes “an apprehensive method of appealing to an adequate number of persons with the precise profile with regards to experience, qualifications, skills and other pertinent attributes to indicate their interest and ability in working for the organisation” and selection is “concerned with identifying the candidates from the recruitment pool who best fulfil the organisational employment needs” [1]. Recruitment and selection processes are fundamental HR functions that are linked to an organisation’s performance. Therefore, when inappropriate guidelines and procedures are deployed for the recruitment and selection of candidates, the entire process is deemed unethical [2]. Inappropriate HR policies and procedures is a form of corruption and can affect not only recruitment and selection but also other HR management disciplines such as promotion, compensation, training, and conditions of service [4].

Fairness and justice are compromised in managing staff, especially where deserving staff members are denied promotion or even when offered jobs, inadequate compensation, as well as threatening job environments, are everyday experiences [5]. Again, inappropriate HR policies and procedures (especially, corrupt HR practices) can lead to enormous and under-qualified civil services, with inaccurate incentive structures and poor work ethics that eventually weaken the goal of building a strong, efficient, and accountable public sector [4]. The monitoring activities of Pockets of Effectiveness or Excellence (POEs) in Ghana's public sector are still ineffective and inefficient due to failure on the part of some business entities to adhere to appropriate HR policies and processes, during the process of attracting and selecting applicants. [4] [6]. With succeeding governments resorting to protocols or transition appointments and dismissals, professionalism has mostly been sacrificed [6]. This suggests that, over time, HR policies and procedures in recruitment and selection, in the context of Ghana, are becoming weaker. We, therefore, formulated two sets of hypotheses for the study:

**Hypothesis 1**

$H_0$: Recruitment and selection processes do not have any significant impact on organizational performance.

$H_1$: Recruitment and selection processes have a significant impact on organizational performance.
Hypothesis 2
Ho: Recruitment and selection practices do not have any significant impact on employing competent staff
H1: Recruitment and selection practices have a significant impact on employing competent staff

Apart from the hypotheses, the three (3) specific objectives that we formulated for the study were to:
   i. identify the factors used in setting HR Policies and procedures for the recruitment and selection process at AITI-KACE
   ii. assess the effectiveness of the recruitment and selection policies and procedures at AITI-KACE
   iii. examine the impact of the recruitment and selection process on organisational performance.
   iv.

2. Theoretical Review
2.1 HR Policies, Procedures, and Practices
HR policies, procedures and practices are the established frameworks that are used in managing people. These policies and procedures cover issues about how an organisation recruits its employees; how employers should ensure their staff members are clear on policies, standards, and rules; and how managers overcome problems that may occur [7]. The aim of HR policies, procedures, and practices is to stipulate guidelines and regulations on all issues about an organisation's working environment [7]. Therefore, HR policies, procedures, and practices are integral to organisations and as such, go beyond recruiting and terminating the appointment of workers [8]. Today, in every growing institution, HR policies, procedures, and practices focus on recruiting, directing, and managing people, as well as strategic planning.

The scope of HRM includes all managerial decisions and practices which directly or indirectly affect and influence the person or the human resource who works for the organisation [9]. HRM theories rely on techniques of recruitment, selection, and development of employees to safeguard the visions of an organisation. The organisation follows an enthusiastic policy that sets out the merits of interviews, evaluations, and psychometric reviews in the selection process. Over the years, HRM specialists have focused on attracting competent candidates and promoting opportunities for job applications in an organisation [9].

2.2 The Concept of Recruitment and Selection
In HRM, it is common knowledge that to make an organisation work efficiently, it is vital to attract and recruit the right individuals. Employing the right persons with the needed competencies into organisations, departments, sections, and jobs is worth recruitment and selection. Each organisation's continued existence and growth, consequently, depends on the employees. This is because the success of a company is directly related to the productivity of the people who work for it. So, in this age of corporate competition, recruitment and selection policies and procedures must always be done judiciously [10]. Recruitment is a process that identifies the needs of human resources in organisations and creates a pool of available staff to apply for specific organisational work [11]. Recruitment and selection are critical fundamental activities of human resource management. If these two processes are well-organized, the organisation can experience significant performance in most areas, including staff development, and reduced staff turnover.
2.3 Employee and Organisational Performance

Organisational Performance is a measure of an organisation’s actual performance or production against the planned outputs [12]. It is the capacity to which an organisation makes productive and efficient use of its resources to attain the utmost success and progress levels [13]. This progress could come from all areas including internal corporate assets. The internal corporate assets are identified as both organisational assets (tangible and immaterial) and resources (internal knowledge and expertise). Usually, both internal and external factors influence organisational performance [13]. While internal factors emphasise essentials that are under management’s control, external factors denote elements outside the control of the organisation. Therefore, organisations must establish practices and procedures that will direct their internal factors to achieve continuously improved performance. Various stakeholders such as shareholders, employees, and the community view organisational performance from different perspectives. These groups used some indicators to measure organisational performance. These indicators are competitive position in regulated markets, deployment of financial and material elements of the organization, productivity, profitability, development of a human resource, return on investment, quality, innovativeness/technology, and social responsibility [13]. Organisational performance could also be looked at from the individual employee’s point of view. Typically, the performance of employees reflects the general perception of individuals, an assessment of the workplace, and an employee’s realistic approach to their job. This is also seen as a positive affective status, resulting from the work assessment, and experience of a person [14]. Individual performance is very vital within work structures [15]. The productivity of an organisation, which is partly a function of leadership, is the productivity of any one of its employees [14], [16]. So, leadership and management skills of workers are indispensable factors in the success of companies [17]. Hence, the effective and efficient organisation of people and their abilities, skills, and experience in an organisation essentially contribute to improved organisation performance [18]. Performance, therefore, is essential for the growth of every organisation. Once a pool of eligible people has been identified through the recruiting process for the positions available, and the most appropriate candidate has been chosen, an organisation anticipates job execution by the newly recruited. The organisation has its aims and objectives and can meet the demands of its end users who expect the organisation to provide top-notch products and services. It is only when employees do their job competently that corporate performance may be achieved [19].

3. Empirical Review

The variables in this current paper – HR policy, recruitment and selection, and organisational performance – have attracted a significant number of research studies. A study to find the influence of ethical human resource practice, and other factors on the financial performance of some listed firms in Kenya showed the relationship between recruitment and selection practices and financial performance. The findings of the study ($r = 0.737, p = .014$ at 5%) indicated that there is a robust positive correlation between ethical human resource practices and the financial performance of listed firms on the Nairobi Stock Exchange [20]. Similarly, in another study, on ‘ethical issues in recruitment, selection and employee performance in public universities in Nyeri County, Kenya’ there was a positive and significant relationship between ethical issues in recruitment and selection and employees' performances. The study found that inappropriate recruitment and selection activities are avoided when all jobseekers are held to the same selection requirements, where job openings are widely publicized to a broad pool of candidates, and where hiring managers obey the specified
recruitment and selection strategies and processes [21]. In Nigeria, a study concerning the implication of recruitment policies and procedures for employees’ productivity in Enugu State Civil Service revealed that the recruitment policies and procedures in Enugu Civil Service were not based on the merit system but rather on subjective factors such as zoning, bribery in the form of job application purchase and nepotism [22]. Also, in UAE, a study about the recruitment process, employee commitment, and performance revealed that there was a significant and positive relation between recruitment processes and employee behaviour and performance [23]. In Ghana, a study that looked at the recruitment practices and policies of hotels in the Tamale Metropolis found out that, the individuals recruited in a firm were those of relevant experience with few graduates without experience. Thus, there is a tendency that hotel recruitment and policies that overlook employee’s context may experience challenges in employee performance [24]. In another study in Ghana, employees’ performance was seen to have been linked to the oral corrective feedback given to them by their supervisors and superiors [25].

4. Research Methods
4.1 Research Design and Approach
The research design for the study was a sequential explanatory mixed method. This design allowed us to fully understand the key factors impacting HR policies and procedures in the recruitment and selection process on organisational performance. A mixture of open-ended and closed-ended questions demonstrated the value of qualitative and quantitative research approaches. Concerning the research approach, we used a deductive approach to achieve the objectives of the study. The deductive approach involves forming a hypothesis (or hypotheses) grounded on existing theory and designing a research strategy to test the hypothesis. The deductive approach, therefore, aims at testing an existing theory. We, therefore, designed the data collection instruments based on the theories guiding this study to either confirm or ignore the hypothesis of the study.

4.2 Population, Sample, and Sampling Procedure
The target population for this study was employees of The Ghana-India Kofi Annan Centre of Excellence in ICT (AITI-KACE). The study population consisted of 56 employees of AITI-KACE. However, the purposive sampling technique was used to select 39 respondents, who constituted the sample size. Out of this number, 31 filled the questionnaire times, 2 were interviewed, and 6 participated in the focus group discussion.

4.3 Data, Instruments, and Data Collection Procedure
The researcher used questionnaires, focus group discussions, and semi-structured interviews to collect data from the selected respondents. The study used questionnaires to collect quantitative data. The questionnaires used for the study consisted of four sections. Part one comprised questions on demographics and the other three sections concerned research questions on the independent variables. Specifically, the second part comprised questions on HR policies and procedures in recruitment and selection. The third part comprised questions on recruitment and selection practices. The fourth part contained questions on the effect of recruitment and selection practices on organisational performance. The questionnaire design had both closed and open-ended questions. Five-point Likert scale questions were also included in the questionnaire design.

We also used a semi-structured interview guide to collect data from respondents to understand and analyse their perceptions and viewpoints. Open-ended and direct questions were
4.4 Data Analysis

The Questionnaire data were analysed with SPSS. The result was then displayed in frequencies and percentages by the use of basic descriptive statistics such as charts and tables. The analysis of the survey results to establish the impact of HR policies and procedures, recruitment, and selection on organisational performance used Chi-square to interpret the hypothesis. The Chi-square is a non-parametric test used to test a set of observed frequencies of a sample and their corresponding set of expected observations. For the qualitative component, the transcribed data were grouped into themes and analysed according to the study objectives using a thematic analysis approach.

4.5 Ethical Consideration

Principles of informed consent and confidentiality were firmly adhered to. A consent form was provided before the administration of the questionnaire to each participant to enhance an unambiguous explanation of the purpose of the study, the process to go through, and the potential risks and benefits of participation. Each respondent signed a pre-designed consent form in the presence of the principal interviewer to confirm their participation to ensure that participants will be voluntarily engaged to respond to the questionnaire without being coerced. Also, confidentiality and anonymity of respondents were ensured to make it impossible to trace any respondent with any cue, such as name, staff ID, or generated codes by the researcher.

5. Results and Discussion

5.1 Empirical Analysis

Hypothesis 1

H₀: Recruitment and selection processes do not have any significant impact on organisational performance.
H₁: Recruitment and selection processes have a significant impact on organisational performance.

\[ X^2_{calc} = \frac{\Sigma (O - E)^2}{E} \]

Where: \( O \) = the observed frequency of response, and \( E \) = the expected frequency of response.

If \( X^2_{calc} > X^2_{tab} \), we accept \( H₁ \).

If \( X^2_{calc} < X^2_{tab} \), we reject \( H₁ \).

Table 1a: Effect of recruitment on organisational performance

<table>
<thead>
<tr>
<th>Response</th>
<th>Observed frequency</th>
<th>Expected Frequency</th>
<th>Residual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>23</td>
<td>15.5</td>
<td>7.5</td>
</tr>
<tr>
<td>No</td>
<td>8</td>
<td>15.5</td>
<td>-7.5</td>
</tr>
</tbody>
</table>
Table 1b: Effect of recruitment on organisational performance ($X^2_{cal}$)

<table>
<thead>
<tr>
<th>Response</th>
<th>Observed frequency (O)</th>
<th>Expected frequency (E)</th>
<th>(O − E)</th>
<th>$(O − E)^2$</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>23</td>
<td>15.5</td>
<td>7.5</td>
<td>56.25 / 15.5</td>
<td>3.6</td>
</tr>
<tr>
<td>No</td>
<td>8</td>
<td>15.5</td>
<td>-7.5</td>
<td>56.25 / 15.5</td>
<td>3.6</td>
</tr>
<tr>
<td>Total</td>
<td>31</td>
<td>31</td>
<td>0</td>
<td>7.2</td>
<td></td>
</tr>
</tbody>
</table>

$X^2_{cal} = 7.2$

$df = n-1$

$= 2-1$

$= 1$

At a 5% level of significance,

$X^2_{tab} = 3.84$

$p = 0.001745$

From the values calculated in Tables 1a and 1b, we see that $X^2_{cal} (7.2) > X^2_{tab} (3.8)$. We, therefore, accept the alternative hypothesis. Thus, recruitment and selection affect organisational performance significantly. This implies that a unit increase in the recruitment and selection of employees at AITI- KACE could also bring about a 17% increase in the company's performance.

**Hypothesis 2**

H0: Recruitment and selection practices do not have any significant impact on employing competent staff

H1: Recruitment and selection practices have a significant impact on employing competent staff

$X^2_{cal} = \frac{\sum(O-E)^2}{E}$

Where: $O =$ the observed frequency of response, and $E =$ the expected frequency of response

If $X^2_{cal} > X^2_{tab}$, we accept $H_1$

If $X^2_{cal} < X^2_{tab}$, we reject $H_1$

Table 2a: Impact of recruitment and selection on employing competent staff

<table>
<thead>
<tr>
<th>Response</th>
<th>Observed frequency</th>
<th>Expected Frequency</th>
<th>Residual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>14</td>
<td>15.5</td>
<td>-1.5</td>
</tr>
<tr>
<td>No</td>
<td>17</td>
<td>15.5</td>
<td>1.5</td>
</tr>
<tr>
<td>Total</td>
<td>31</td>
<td>31</td>
<td>0</td>
</tr>
</tbody>
</table>

Table 2b: Impact of recruitment and selection on employing competent staff ($X^2_{cal}$)
\[ X^2_{cat} = 0.30 \]  
\text{df} = 1  
At a 5\% level of significance,  
\[ X^2_{tab} = 3.84 \]  
\[ p = 0.59 \]  
From the values calculated in Tables 2a and 2b, we see that, \( X^2_{cat} (0.30) < X^2_{tab} (3.8) \). We, therefore, accept the null hypothesis. The recruitment and selection process does not have any significant impact on employing competent staff. This is supported by 55\% of respondents who said that there have been instances where selected candidates could not perform their duties well.

### 5.1.1 Effectiveness of recruitment and selection methods

#### Internal Recruitment

Table 3: Effectiveness of Internal recruitment

<table>
<thead>
<tr>
<th>Internal Source Of Recruitment</th>
<th>Not Very Effective</th>
<th>Not effective</th>
<th>Ineffective</th>
<th>Effective</th>
<th>Very effective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion</td>
<td>9</td>
<td>5</td>
<td>1</td>
<td>13</td>
<td>3</td>
</tr>
<tr>
<td>Transfer</td>
<td>8</td>
<td>10</td>
<td>2</td>
<td>11</td>
<td>1</td>
</tr>
<tr>
<td>Job Postings</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>20</td>
<td>9</td>
</tr>
<tr>
<td>Skill Inventory</td>
<td>3</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>4</td>
</tr>
<tr>
<td>Chi-Square</td>
<td>25.1218</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>p-value</td>
<td>.014256</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The results from Table 3 indicate that out of those surveyed who said the promotion is used internally, the majority of them (13) deemed it effective. In a similar vein, those who said transfer is used, the majority of them (11) also deemed it effective. Job postings and skill inventory as an internal source of recruitment at AITI-KACE were also deemed effective.  
Again from Table 3, the Pearson chi-square test value of 25.122 is statistically significant at \( p < .05 \). Statistical confirmation of the interaction of the two variables is the importance of the relationship between the different internal recruiting sources and the efficacy of these
approaches. This means that the form of the internal recruiting source affects its efficacy statistically.

**External Recruitment**

Table 4: Effectiveness of External recruitment

<table>
<thead>
<tr>
<th>External Source Of Recruitment</th>
<th>Not very Effective</th>
<th>Not effective</th>
<th>Ineffective</th>
<th>Effective</th>
<th>Very effective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertisement</td>
<td>5</td>
<td>1</td>
<td>1</td>
<td>11</td>
<td>13</td>
</tr>
<tr>
<td>Educational Institutions</td>
<td>3</td>
<td>11</td>
<td>6</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>Employment agencies</td>
<td>10</td>
<td>8</td>
<td>7</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Professional associations</td>
<td>7</td>
<td>6</td>
<td>6</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td><strong>Chi-Square</strong></td>
<td><strong>33.6053</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>p-value</strong></td>
<td><strong>.000778</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

From Table 4, out of the various respondents who suggested advertisement as the external source of recruitment, the majority of 13 deemed it very useful. In a similar vein, among the respondents who suggested professional associations as the external source of recruitment, the majority of them (9) also deemed it very useful. Educational institutions were deemed as not useful, and employment agencies were deemed as not very effective. Again from Table 4, the Pearson chi-square test value of 33.61 is statistically significant at $p < .05$. Statistical confirmation of the interaction of the two variables is the importance of the relationship between the different external recruiting sources and the efficacy of these approaches. This means that the form of the external recruiting source affects its efficacy statistically.

5.1.2 Effectiveness of selection methods

Table 5: Effectiveness of selection method

<table>
<thead>
<tr>
<th>Selection method</th>
<th>Not Very Effective</th>
<th>Not effective</th>
<th>Ineffective</th>
<th>Effective</th>
<th>Very effective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preliminary screening</td>
<td>3</td>
<td>7</td>
<td>3</td>
<td>14</td>
<td>4</td>
</tr>
<tr>
<td>Work experience</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>14</td>
<td>11</td>
</tr>
<tr>
<td>Academic qualification</td>
<td>5</td>
<td>1</td>
<td>4</td>
<td>15</td>
<td>6</td>
</tr>
<tr>
<td>Employment test</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>14</td>
<td>10</td>
</tr>
<tr>
<td>Employment interview</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>17</td>
<td>10</td>
</tr>
<tr>
<td><strong>Chi-Square</strong></td>
<td><strong>22.5676</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>p – value</strong></td>
<td><strong>.125792</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
From Table 5, out of the various respondents who suggested preliminary screening as the selection method, the majority of 14 deemed it effective. In a similar vein, the respondents who suggested work experience (14), academic qualification (15), employment test (14), and interview (17) also deemed it effective. Again from Table 5, the Pearson chi-square test value of 22.58 is not statistically significant at $p < .05$. This result means that there is no significant relationship between the various selection methods and their effectiveness. This implies that the type of selection method does not statistically influence its effectiveness.

5.2 Qualitative Analysis

This section consists of the findings from interviews and the focus group discussion (FGD). The findings from the interviews and FGD have been organised based on the main themes emergent from both the data and the research questions:

5.2.1 Factors for setting HR Policies and procedures of recruitment and selection

The two respondents said that AITI-KACE has a formal policy on recruitment and selection. They indicated that in designing its recruitment and selection policy, AITI-KACE strictly follows the Public Services Commission’s (PSC) Human Resource Management Policy Framework and Manual for the Public Services in Ghana. The PSC's framework touches on a couple of issues including the writing of job descriptions with the required competencies, conducting internal and external adverts, interviewing applicants, conducting machine tests for technical applicants, conducting written exams or essays for non-technical staff, and informing applicants of their scores. Again, the two respondents (both the former and the substantive Human Resource Manager) said that Job Analysis is usually done for every vacant position. On recruitment and selection of competent staff, the respondents mentioned that AITI-KACE usually uses various methods. For example, the former Acting Human Resource Manager said that: “...the machine testing and essays, coupled with the interview, help us to get the best candidates.” The substantive Human Resource Manager also gave a revelation. According to him, "...because the recruitment and selection processes involved advertising and vetting CVs, coupled with the necessary tests, it enables the Centre to ensure that the right candidates are appointed or employed." The focus group discussion (FGD) also brought out some revelations. The FGD agreed that there was the need for a policy to guide such activities of the organisation, in line with the organisation's strategy. The group also indicated that policies and procedures are essential in recruiting competent candidates, and this minimizes operational risks. The group, therefore, gave some factors to consider in designing HR policy and procedures for recruitment and selection (RS):

- recruitment and selection policies and procedures should be in line with the organisation's objectives, core values, and the strategy,
- proper medium/channel of recruitment should be considered,
- RS should only be done when the organisation needs it,
- existing government policy should be considered in designing the RS policy, and
- cost implications should be considered.

5.2.2 The effectiveness of the recruitment and selection policies and procedures

On the effectiveness of the recruitment and selection policies and procedures of AITI-KACE, the Acting Human Resource Manager had this to say. According to him, “the policy is
effective to the point that applicants who do not excel during the machine testing and interviews are sent away even if all have to go.” The substantive Human Resource Manager alluded to the openness and transparency of the process, which enables its effectiveness and efficiency in employing competent staff.

### 5.2.3 The impact of recruitment and selection process on organizational performance

The respondents indicated that the issue of properly-executed recruitment and selection process leading to organisational performance is a truism. According to them, since AITI-KACE uses the correct procedure, the organisation has not had cases of selected applicants failing to perform after they have been hired. This is largely due to the renewal of the contract policy. The Human Resource Manager recounted an experience where:

“…the contract of an employee was not renewed because he did not perform to expectation. The person was referred by the Head of Department to handle some aspects of marketing. There were lapses in the recruitment and selection processes of this employee, hence the inability of the Centre to identify his weaknesses properly.”

The FGD brought out some revelation on the impact that HR policies and procedures in recruitment and selection have on organisational performance:

- Job analysis determines the job roles and responsibilities which form the basis for target setting, quarterly or mid-year reviews, and end-of-year reviews and appraisals.
- There is a level of a misconception that the Performance Management System (PMS) is for promotion alone, and so most staff will only do it at three-year intervals when they are due for promotion.
- Training is necessary to equip employees to perform their job functions well to be able to meet organisational objectives.
- PMS, when effectively implemented, boost employee morale and motivate them to satisfactory performance which leads to high organisational performance.

### 6. Conclusion and Recommendation

The selection and recruitment of any institution is a critical business. Every institution depends on the quality of its personnel for growth and development. Recruitment and selection of the right manpower force can influence an institution’s overall success, and every organisation must strive hard in achieving this goal. Consequently, policies on recruitment and selection need to be strengthened to achieve organisational aims and objectives. So, the findings from this current study on the significant link between recruitment and selection on organisational performance underscore the need for effective and efficient policies and procedures. Based on the findings, some recommendations were made. Given the importance of recruitment and selection, AITI-KACE should continuously evaluate its recruitment and selection processes to help acquire and retain the best employees and reduce operational risk. Again, orientation, training, and retraining activities should be offered to all employees to help them give off their best. Furthermore, the performance management systems of AITI-KACE should be appropriately managed to include the beginning of the year target setting, quarterly or mid-year reviews, and end-of-year reviews and appraisals. This can assess the strengths and weaknesses of employees and also improve their performance where necessary. Besides, the recruitment and selection process should be communicated to all staff. The organisation should also ensure that it adheres to the policy. This can ensure that the best and most deserving
workers are engaged and retained. Lastly, given the perceived political and socio-cultural biases inherent in the recruitment and selection of employees in the context of our country, this study recommends the use of external assessment centres (outsourcing the process) to provide an in-depth appraisal of job applicants' attitudes, behaviour, and academic and professional qualifications. This could further enhance the elimination of selection biases and ensure impartiality and trustworthiness in the process.

References
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