



Recruitment and Retention of Top Talent in Ghanaian Industry: The Effectiveness of Recruitment and Selection Processes

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ABSTRACT

This study examines the effectiveness of recruitment and selection processes in identifying and hiring top talent in Ghana. An online survey was conducted among HR professionals in various industries in Ghana to collect data on recruitment and selection processes. The results show that job fit and candidate qualifications are the most important factors in effective recruitment and selection processes, while diversity and inclusion are considered somewhat less important. Respondents generally believe that recruitment and selection processes are effective in identifying and hiring top talent but are somewhat less positive about the organization's ability to retain the top talent identified through these processes. Respondents generally consider the recruitment and selection processes to be fair and unbiased and are positive about their organization's reputation for recruitment and selection processes. Limitations of this study include the relatively small sample size and the use of self-reporting, which may be biased. Future research could address these limitations by using larger and more diverse samples and by collecting data using objective measures. The study provides important insights into the effectiveness of Ghana's recruitment and selection processes and highlights several areas for improvement, including the need to prioritize diversity and inclusion and to develop strategies to retain top talent.

Keywords: Recruitment, Talent, Qualifications, Retain, Ghana.

1.0 INTRODUCTION

Recruitment and selection processes are critical elements in the talent management process, as they are responsible for identifying and attracting outstanding talent to an organization. In Ghana, where there is a competitive labor market and high demand for skilled workers, effective recruitment and selection processes are particularly important. Ghana ranked 110th out of 125 countries in the World Economic Forum's 2020 Global Talent Competitiveness Index, underscoring the need for better talent attraction and retention strategies.

In fact, despite the importance of effective recruitment and selection processes, companies in Ghana still struggle to find and hire top talent. One of the main problems is the lack of uniformity and consistency in recruitment and selection procedures across companies and industries. This can lead to bias, inefficiency, and a mismatch between the qualifications and skills of applicants and the needs of the company (Arthur, 2015).

Another problem is the lack of competent talent in certain disciplines and industries. For example, banking in Ghana struggles to recruit and retain top talent due to competition in the industry, a lack of talent pools, and skills gaps (Amponsah-Tawiah & Mensah, 2016; Danso & Akuffo-Addo, 2018). Due to low salaries, few opportunities for promotion, and administrative challenges, the public sector in Ghana faces similar retention challenges as the private sector (Narteh and Opoku 2017).

Despite these obstacles, there are still opportunities for companies in Ghana to improve their recruitment and selection processes and find and retain top talent. For example, companies can use social media and technology to increase their visibility and attract more applicants (Ansong-Tornyi & Ansong, 2019). To ensure fairness and objectivity, they can also use best practices in recruitment and selection, such as organized interviews, assessment centers, and psychometric testing (Kehoe & Wright, 2013).

Effective recruitment and selection methods are essential to finding and hiring talent in Ghanaian companies. However, implementing these principles is difficult for companies due to issues such as political interference, nepotism and bribery in the public sector, and reliance on employee referrals in international companies (Gyensare et al. 2019). To effectively attract and retain top talent, it is critical for companies to continuously evaluate and improve their recruitment and selection methods.

Therefore, further research is needed to determine the effectiveness of recruitment and selection processes for finding and hiring top talent in Ghana. By assessing current practices and their effectiveness in a particular sector or organization in Ghana, identifying best practices and areas for development, and making suggestions for improving the recruitment and selection process, this study aims to contribute to this issue.

Ghana's recruitment and selection processes have several problems and shortcomings. Numerous obstacles, including inadequate workforce planning, poor methods of assessing applicants, and inadequate public sector funding, have been identified as impediments to the effectiveness of Ghana's recruitment and selection processes (Aryeetey 2018; Koomson and Agyemang 2017).

According to studies, Ghana's institutional and economic constraints can also complicate recruitment and selection methods. For example, it can be difficult for companies to find and hire qualified individuals due to the lack of reliable data on the labor market and job seekers (Mensah et al., 2017). In addition, the presence of informal recruitment practices such as nepotism and referrals can limit the workforce's ability to be diverse and meritocratic (Aryeetey et al., 2017).

The lack of transparency in the selection criteria used to recruit staff in Ghana is another issue related to recruitment and selection methods. According to Aryeetey (2018), recruitment and selection procedures in Ghana are often opaque, and companies often select candidates based on ambiguous, subjective criteria. This can lead to unfair hiring practices and reduce the likelihood of finding the best employees (Koomson and Agyemang 2017).

Another issue is the low representation of women in Ghana's recruitment and selection processes. According to Koomson and Agyemang (2017), women face gender discrimination in the recruitment process, and their chances of advancing to leadership positions are further hampered by cultural and societal norms.

In addition, Ghana's recruitment and selection processes have been found to have major gaps due to a lack of funding and insufficient investment in human resource development (Aryeetey 2018). The public sector is particularly affected by inadequate funding, as there are not enough resources for efficient recruitment and selection processes.

However, government agencies and employers need to promote transparency, reduce bias, and allocate sufficient resources for effective recruitment and selection processes to address the issues and gaps related to recruitment and selection processes in Ghana. However, to develop specialized tactics that fit the country's institutional and cultural realities, further research is needed to examine the unique difficulties and potential of recruitment and selection practices in Ghana.

Organizations must find and hire top talent because of the impact it has on the quality and productivity of the workforce. Effective recruitment and selection practices are essential to finding and hiring top talent in Ghana, where the labor market is becoming increasingly competitive (Koomson and Agyemang 2017). The objective of this study was to assess the effectiveness of Ghana's recruitment and selection processes, particularly regarding finding and appointing top talent.

1.2 Research Questions:

The purpose of this study was to answer the following research questions:

1. What recruitment and selection processes are used by companies in Ghana to identify and hire talent?
2. How effective are recruitment and selection processes in identifying and hiring top talent in Ghana?

3. What factors influence the effectiveness of recruitment and selection processes in Ghana?

1.3 Research Objectives

The objectives of this study were as follows.

1. Identify the recruitment and selection practices used by organizations in Ghana to identify and hire talent.
2. To assess the effectiveness of recruitment and selection practices in identifying and hiring top talent in Ghana.
3. Examine the factors that influence the effectiveness of recruitment and selection practices in Ghana.

1.4 Significance of the Study

Studies on the effectiveness of recruitment and selection practices in Ghana are significant for several reasons.

By shedding light on the effectiveness of these methods in the Ghanaian context, this study contributes to the existing body of knowledge on recruitment and selection procedures. This information can be used to develop best practices and regulations for recruitment and selection in Ghana. The results of this study can help Ghanaian companies improve their recruitment and selection processes to attract and retain top talent. This, in turn, can improve business competitiveness and performance.

When recruitment and selection processes are effective, the right employees are hired, which increases employee engagement and job satisfaction. The recommendations of this study can help companies in Ghana improve their procedures to increase employee satisfaction. The results of this study can support the development of Ghana's labor market. By improving their recruitment and selection processes, companies can attract and retain talent, which will increase productivity, economic growth, and national development.

Studying Ghana's recruitment and selection practices is important because it increases knowledge, improves business effectiveness, increases employee satisfaction, and promotes national development. The results of this study can help Ghana develop best practices and standards for recruitment and selection, improve procedures, and increase competition in the labor market.

2.1 LITERATURE REVIEW

To attract, select, and keep individuals with the skills and competencies needed to accomplish their goals, firms must engage in the recruitment process. The increased competition for talent in the job market has resulted in substantial changes to the recruitment process in Ghana.

Practices in recruitment and selection are crucial to the success of any firm. Due to the growing competition for talent in the labor market, interest in recruiting and selection procedures has increased in Ghana (Kesse and Ankomah, 2017). Organizations in Ghana employ a range of recruitment techniques to find and choose competent people. The most popular hiring practices in Ghana, according to Mensah (2017) and Agyemang et al. (2020), include job adverts, recommendations, and recruiting firms. Newspapers, online job boards, and social media are frequently used to post employment ads.

The most popular hiring practices include job ads on websites like Jobberman, LinkedIn, and Glassdoor. These websites are used by businesses to post job openings and collect applications from prospective applicants. Employers frequently use social media platforms like Facebook and Twitter to connect with prospective applicants in Ghana (Ayertey et al., 2020).

Another popular recruitment strategy in Ghana is word-of-mouth. Employers reward employees for referring friends and family members for open positions by offering referral incentives. Employee recommendations are used by many businesses to find new employees (Mensah, 2017). The popularity of recruitment agencies is due to their assistance in finding and vetting qualified applicants for employers. Another recruitment strategy used by businesses to find top talent is headhunting. To find qualified applicants and contact them with job offers, employers work with recruitment agencies (Kesse & Ankomah, 2017).

Job analysis, the first step in the hiring process, is determining the skills, knowledge, and competencies needed for a certain job. According to Addo-Fening and Gyensare (2017), interviews, observations, and surveys of workers and managers are used to do job analyses in Ghana. The data gathered during the job analysis was utilized to create the job descriptions and person specifications that served as the framework for the hiring procedure.

Finding candidates comes next after determining the job criteria. Organizations in Ghana utilize a range of techniques to find candidates, including job adverts, referrals, and recruiting firms. Kesse and Ankomah (2017) claim that the most typical approach for finding candidates in Ghana is through job adverts. Newspapers, online job boards, and social media are frequently used to post employment ads. Referrals are also frequent because many businesses rely on employee recommendations to find qualified applicants. The popularity of recruitment agencies is due to their assistance in finding and vetting qualified applicants for employers.

The next step is to screen and select applicants after they have been selected. Organizations in Ghana use a variety of techniques, such as interviews, assessments, and reference checks, to screen and select applicants. According to Mensah (2017), structured interviews are the most commonly used form of selection in Ghana. Other selection techniques in Ghana include the use of assessment centers, psychometric testing, and reference checks.

The onboarding process, which involves introducing new employees to the company and its culture, is the final stage of the hiring process. Yeboah and Adomako (2019) assert that the onboarding process in Ghana consists of introducing new employees to their colleagues and

informing them of the company's policies and procedures. For new employees to understand their roles and responsibilities and integrate into the company, onboarding is essential.

Recruiting in Ghana is challenging. However, one of the biggest challenges is the lack of qualified applicants. According to Agyemang and Boateng (2018), Ghana's education system does not provide the skills and competencies required by employers. Another challenge is the high cost of recruitment, especially for small and medium enterprises (SMEs). Many SMEs in Ghana rely on informal recruitment methods that are time-consuming and costly.

Pre-screening, assessment tests, interviews, and reference checks are steps in the selection process in Ghana (Agyemang et al., 2019; Agyemang et al., 2020). Reviewing applications and resumes as part of the pre-screening process helps identify the most qualified individuals. In Ghana, assessment tests are commonly used to assess applicants' technical skills, personality traits, and cognitive abilities. In Ghana, psychometric tests are the most commonly used assessment tools (Ayertey et al., 2020).

Organizational selection procedures vary in Ghana. However, most organizations combine interviews, tests, and reference checks when selecting applicants. Amankwah-Amoah and Debrah (2019) assert that structured interviews are the most commonly used selection method in Ghana. Structured interviews are conducted by a panel of interviewers and are designed to assess an applicant's competencies and skills. Other selection methods in Ghana include assessment centers, psychometric tests, and reference checks.

Agyemang et al. (2020) note that interviews are an essential part of the selection process for Ghanaians. Employers assess applicants' communication skills, knowledge of the job, and experience through scheduled and unstructured interviews. Companies in Ghana also use reference checks to confirm applicants' qualifications and work history. To find and attract top talent, companies in Ghana should use a combination of recruitment and selection processes (Ayertey et al., 2020).

However, the effectiveness of these practices is influenced by various factors including:

2.1.1 Organizational Culture: An organization's recruitment and selection procedures are impacted by its culture. Top talent is more likely to be attracted to and retained by organizations with strong cultures than by those with weak cultures (Agyemang et al., 2020). As a result, businesses in Ghana must have a solid culture that complements their selection and hiring procedures.

2.1.2 Job advertisement: The caliber of job advertisements has an impact on the efficacy of recruiting and selection procedures. According to Amponsah-Tawiah and Mensah (2017), a well-written job advertisement should be crystal clear, succinct, and include a thorough description of the job criteria. Poorly written or deceptive job adverts may draw in unqualified applicants or deter qualified ones from applying.

2.1.3 Employer branding: Employer branding describes the perception that the public has of a company as an employer. Strong employer branding help organizations draw top talent, whereas

poor ones have a hard time doing so (Acquaah, 2018; Agyemang et al., 2020). To attract and keep top people, businesses in Ghana must have strong employer brands.

2.1.4 Selection criteria: Organizations' selection criteria have an impact on the efficacy of their selection methods. The criteria for selection should be distinct, impartial, and pertinent to the demands of the position. Organizations run the danger of rejecting qualified candidates or choosing the wrong ones when they adopt ambiguous or subjective selection criteria (Obeng-Ofori et al., 2020).

2.1.5 Candidate experience: For candidates, the recruitment and selection process should be a positive one. Positive candidate experiences help businesses recruit and keep top talent, whilst bad ones run the risk of losing qualified applicants (Obeng-Ofori et al., 2020; Agyemang et al., 2020). Therefore, businesses in Ghana must make sure that their screening and hiring procedures are fair, prompt, and considerate of applicants.

Various factors, such as recruitment sources, selection methods, selection criteria, candidate experience, and employer branding, have an impact on how well recruitment and selection practices in Ghana identify and hire top talent (Anku-Tsede et al. 2018; Gyekye and Hayibor, 2018). To find and hire top talent, it is advised that businesses in Ghana use efficient recruitment channels, and objective selection criteria, offer a great candidate experience, and engage in their employer branding (Amponsah-Tawiah and Mensah, 2017).

2.2 Challenges in Recruitment and Selection Practices

Ghana's recruitment and selection procedures are difficult. The dearth of suitable individuals is, however, a significant obstacle. Agyemang and Boateng (2018) claim that the Ghanaian educational system falls short of equipping students with the skills and knowledge that employers demand. High recruitment and selection costs are another issue. In Ghana, a lot of businesses use pricey recruitment services.

Organizations in Ghana also lack the recruitment resources necessary to draw in a wide range of candidates. Newspaper adverts, employee recommendations, and job boards were the most prevalent sources. These sources might not, however, be accessible to all candidates, particularly those who live in distant places (Aryeetey and Boateng, 2020). Once more, Ghanaian organizations do not use technology in their hiring and hiring methods. This limits their ability to reach a wider pool of candidates, screen applications, and track the progress of candidates. (Aryeetey and Boateng, 2020).

Additionally, organizations in Ghana may employ discriminatory hiring and selection procedures. Favoritism, ethnicity, sex, or other discriminatory factors could be to blame for this. This excludes competent candidates and could have legal repercussions for the company. Yeboah and others (2018). Last but not least, Ghanaian organizations might not have precise job descriptions for the positions they're trying to fill. This could cause applicants to become confused, which would cause a mismatch between their expectations and their talents. 2017 (Boateng & Aryeetey) Despite these obstacles, businesses in Ghana can enhance their hiring and selection procedures by using best practices and funding employee growth.

3.1 Research Methodology

This study's methodology enables researchers to examine the effectiveness of recruitment and selection practices in identifying and hiring top talent in Ghana and provides insights into how organizations in Ghana can improve their recruitment and selection practices to attract and retain top talent. The study adopted a cross-sectional survey design in which data were collected from various organizations in Ghana that have recruitment and selection practices. This design allowed for a snapshot of the current state of recruitment and selection practices in Ghana, and their effectiveness in identifying and hiring top talent. Sample questions included the following:

1. To what extent do you agree or disagree that the recruitment and selection process in your organization is efficient in identifying top talent?
2. How satisfied are you with the diversity and inclusion practices in your organization's recruitment and selection process?
3. To what extent do you agree or disagree that your organization's recruitment and selection process is effective in attracting top talent?
4. How satisfied are you with the employer branding and reputation of your organization, and how do you think it impacts the recruitment and selection of top talent?
5. To what extent do you agree or disagree that your organization's recruitment and selection process is aligned with the industry's best practices for identifying and hiring top talent?

3.2 Population and Sampling size determination

The sample size is the number of individuals selected from the population to participate in the study. The sample size is determined by various factors, including the level of precision required, the desired level of confidence, and the heterogeneity of the population (Fink, 2014). The sample size is not dependent on the population size, but rather on the characteristics of the population.

In this study, the researchers used a simple random selection technique to determine the sample size for the population of 8,000. Hence, the researchers set the desired level of confidence at 95%, estimated the proportion of the population with the desired characteristic at 50%, and the desired level of precision at 5%. Using these values, the sample size was calculated as follows:

$n = (Z^2 * p * q) / e^2$, Where:

Z = the z-score corresponding to the desired degree of confidence; for example, 1.96 corresponds to a 95% confidence level.

P = the estimated percentage of the population that possesses the desired attribute (e.g., 0.50 for a 50% prevalence).

q = equal to the product of p, such as 0.50 for a 50% prevalence.

e = equal to the desired margin of error (for example, 0.05 for a 5% margin of error).

This formula was used to determine the sample size, which is as follows:

$$n = (1.96^2 * 0.50 * 0.50) / 0.05^2 \quad n = 200.$$

$$n = (1.96^2 * 0.5 * 0.5) / 0.05^2$$

$$n = 200$$

The researchers decided to select a sample size of 200 individuals from the population of 8,000 using simple random selection. Therefore, simple random selection was used with a population of 8,000 job searchers in Ghana.

3.3 Data Collection

Data were collected through a survey questionnaire administered to HR managers and recruitment and selection specialists through an online method in the selected organizations. The questionnaire included questions about the recruitment and selection practices used in their organizations, the effectiveness of these practices in identifying and hiring top talent, and the challenges faced in implementing these practices.

3.4 Data Analysis

Data were analyzed using software designed for data collection and analysis. Analyses were performed using descriptive statistics for recruitment and selection in Ghana. Descriptive statistics were used to describe the sample characteristics. There are two main types of descriptive statistics: measures of central tendency and variability (Gravetter and Wallnau, 2016). Measures of central tendency include the mean, median, and mode, which are used to describe the average or typical score in a distribution. Measures of variability include the range, standard deviation, and variance and are used to describe the spread or dispersion of scores in a distribution (Field, 2013).

4.1 RESULTS

Table 1. Recruitment and selection practices used by organizations in Ghana to identify and hire top talent

Recruitment and Selection Practices	Frequency	Percentage
Internal job postings	90	45%
Employee referrals	65	32.5%
Online job boards	25	12.5%
Recruitment agencies	15	7.5%
Social media	5	2.5%
Other	0	0%

Table 1 shows the frequency and percentage of recruitment and selection practices used by organizations in Ghana to identify and hire talent. The results indicate that internal job postings and employee referrals are the most used practices, with 45% and 32.5% of the respondents

reporting their use respectively. Online job boards, recruitment agencies, and social media were used to a lesser extent. These statistics can provide insights into the recruitment and selection practices used in Ghana and can be used to guide future research or inform organizational practices.

Table 2 Factors that influence the effectiveness of recruitment and selection practices in Ghana.

Factors	Mean	Standard Deviation	Minimum	Maximum
Job fit	4.3	0.8	2	5
Candidate qualifications	4.1	0.9	1	5
Interviewing skills of recruiters	3.7	1.1	1	5
Employer brand reputation	3.9	1.0	1	5
Diversity and inclusion	3.2	1.2	1	5

Table 2 shows the mean, standard deviation, minimum, and maximum values for the factors that influence the effectiveness of recruitment and selection practices in Ghana. The results indicate that job fit and candidate qualifications are the most important factors, with mean scores of 4.3 and 4.1, respectively. The interviewing skills of recruiters and employer brand reputation are also considered important factors, with mean scores of 3.7 and 3.9, respectively. Diversity and inclusion were perceived as somewhat less important, with a mean score of 3.2.

These statistics can provide insights into the factors that are considered important for effective recruitment and selection practices in Ghana and can be used to guide future research or inform organizational practices.

Table 3 Effective Recruitment and Selection Practices in Identifying and hiring top talent

Statement	Mean	Standard Deviation	Minimum	Maximum
Recruitment and selection practices in my organization are effective in identifying and hiring top talent.	3.8	1.2	1	5
My organization has been successful in retaining top talent identified through recruitment and selection processes.	3.6	1.3	1	5

Statement	Mean	Standard Deviation	Minimum	Maximum
The recruitment and selection processes used in my organization are fair and unbiased.	3.4	1.1	1	5
My organization has a good reputation for recruitment and selection practices.	3.7	1.0	1	5
Overall, I am satisfied with the recruitment and selection practices used in my organization.	3.5	1.2	1	5

Table 3 shows the mean, standard deviation, and minimum and maximum values for statements related to the effectiveness of recruitment and selection practices in identifying and hiring top talent in Ghana. The results indicate that respondents generally viewed recruitment and selection practices as effective in identifying and hiring top talent, with a mean score of 3.8. Respondents were somewhat less positive about the organization's ability to retain top talent identified through recruitment and selection processes, with a mean score of 3.6. Respondents also viewed the recruitment and selection processes as generally fair and unbiased, with a mean score of 3.4. Respondents had a positive view of their organization's reputation for recruitment and selection practices, with a mean score of 3.7. Finally, respondents were generally satisfied with the recruitment and selection practices used in their organization, with a mean score of 3.5.

These statistics can provide insights into the effectiveness of recruitment and selection practices in Ghana and can be used to guide future research or inform organizational practices.

5.1 FINDINGS AND DISCUSSIONS

This study examines the effectiveness of recruitment and selection practices in identifying and hiring top talent in Ghana. The objectives were to identify the recruitment and selection practices used by organizations in Ghana and to explore the factors that influence the effectiveness of recruitment and selection practices in Ghana. Some HR managers responded to the questionnaire, and the findings are presented below.

5.1.1 Objective 1: Recruitment and selection practices used by organizations in Ghana to identify and hire top talent.

This outcome is consistent with findings from earlier research (Acquaah, 2018; Agyemang et al., 2020; Obeng-Ofori et al., 2020;). For instance, research by the Society for Human Resource Management discovered that internal job ads and employee referrals are two of the best techniques for hiring. This is because these methods tend to result in higher-quality hires, as referred candidates are often a good fit for the organization, and internal candidates have already demonstrated their skills and fit within the company's culture.

Additionally, studies have shown that employee referrals can result in quicker, more affordable hiring processes as well as higher employee engagement and retention (Branham, 2005). Because they offer chances for professional development and promotion within the company, internal job postings are especially advantageous for employee development and retention (Kulkarni & Bansode, 2015).

On the other hand, social media, internet job boards, and recruiting firms can help attract a wider range of applicants and increase applicant diversity (Kossek & Block, 2018). These techniques, nevertheless, could be more expensive and time-consuming and not necessarily produce higher-quality hires.

Overall, the findings emphasize the value of utilizing a variety of recruitment and selection techniques to draw in a wide applicant pool and guarantee high-quality employees. Every approach should be evaluated for effectiveness and cost-effectiveness by organizations, and practices should be changed as necessary.

5.1.2 Objective 2: Effective Recruitment and Selection Practices in Identifying and hiring top talent.

The statement "The recruitment and selection processes used in my organization are fair and unbiased" had the lowest mean score, showing that staff members are worried about possible bias in the selection process. This result revealed that none of the assertions had a mean score above 4, indicating that respondents did not strongly agree with any of the statements.

This outcome is consistent with findings from earlier research (Sullivan and Mainiero, 2008; Shen et al., 2018; Collins and Han, 2014). Employee perceptions of unfairness and lack of transparency in the recruiting and selection processes, for instance, were discovered by Shen et al. (2018). This might have a detrimental effect on employees' loyalty to the organization and job satisfaction. Similar findings were made by Sullivan and Mainiero (2008) who discovered that employees frequently perceive bias and discrimination in the selection process, which might result in unfavorable sentiments toward the company and plans to leave.

The result also suggests that the organization may need to focus on improving its recruitment and selection practices to attract and retain top talent. Collins and Han (2014) found that effective recruitment and selection practices are positively related to employee retention and organizational performance. Therefore, the results highlight the importance of regularly evaluating and improving recruitment and selection practices to attract and retain top talent, maintain a good reputation, and ensure fairness and effectiveness in the selection process.

5.1.3 Objective 3: Factors influencing the effectiveness of recruitment and selection practices in Ghana.

In contrast to the quality of the interviewing process and a commitment to diversity and inclusion, the results of this study demonstrate that job fit and candidate qualifications are viewed as being very important criteria in the recruiting and selection process.

This outcome is consistent with findings from earlier research (Barber et al., 1999; Robertson and Smith, 2001). For instance, Robertson and Smith (2001) discovered that work fit is one of the most crucial variables in hiring and choosing employees. In a similar vein, Barber et al. (1999) discovered that employers placed a high value on candidate qualifications during the hiring process.

However, the finding that the effectiveness of the interviewing procedure and a firm commitment to diversity and inclusion are seen as less significant is in line with earlier research (Culbertson et al., 2014; Ruderman et al., 2016). For instance, hiring managers frequently give preference to credentials and experience above diversity and inclusion in the selection process, according to research by Ruderman et al. (2016). Similar findings were made by Culbertson et al. (2014), who discovered that interviewers frequently evaluate candidates using subjective criteria rather than their own biases and preferences.

6.1 PRACTICAL IMPLICATIONS

The findings of this study have important practical ramifications for decision-makers in government and HR professionals. The most often used recruitment strategies, internal job postings, and employee referrals, should be the focus of policymakers and HR professionals. This can be accomplished by upgrading the internal job posting process and offering rewards for staff referrals. Organizations can do this to attract qualified individuals who are already familiar with the culture and values of the company, which can increase employee retention and lower recruitment expenses.

The study also found that social media, internet job boards, and employment firms are used less frequently. Policymakers and HR professionals should assess these strategies' efficacy and, if they show to be successful in luring qualified individuals, consider devoting greater resources. Monitoring data like the number of applications, the caliber of candidates, and the time it takes to fill positions can help with this. By doing this, businesses may pinpoint their recruitment methods' shortcomings and make the required adjustments.

Additionally, legislators and HR professionals ought to think about investigating hiring techniques that have been effective in other businesses or sectors. According to the survey, none of the respondents mentioned using any additional recruitment strategies. To attract a wide pool of candidates, firms may wish to think about alternate recruitment strategies including job fairs, college recruitment, or targeted advertising. By doing this, businesses may address issues with diversity and inclusion and raise the caliber of new workers, both of which can enhance productivity and performance.

In their hiring and selection procedures, organizations should also emphasize candidate qualifications and fit for the position. This can be done by creating job descriptions that are crystal clear about the skills and credentials needed, by using assessment tools to gauge candidate qualifications and job fit, and by teaching recruiters how to recognize these traits in candidates. Organizations can increase the caliber of their hiring and lower employee turnover by putting more emphasis on these aspects of productivity.

These results suggest that companies should give their employer brand reputation a top priority. This can be accomplished through fostering a healthy workplace atmosphere, giving competitive wage packages, and affording chances for professional advancement. Organizations can do this to increase staff retention and draw in top-notch applicants. According to the result, firms who spend on creating a great employer brand have a competitive edge in luring and keeping top people. Employer brand reputation is a significant element in the efficacy of recruitment and selection methods.

According to this study, recruiting and selection methods are seen to be somewhat less effective when it comes to diversity and inclusion. These elements should be given top priority in the hiring and selection procedures by policymakers and HR professionals. This can be accomplished by putting diversity and inclusion measures in place, including training courses, employee support networks, and diverse hiring practices. By doing this, businesses can develop a welcoming organizational culture, enhance employee engagement, and draw from a wide pool of candidates.

To identify areas where improvements can be made to recruitment and selection practices. While respondents generally view recruitment and selection practices as effective in identifying top talent, they are less positive about the organization's ability to retain that talent. This suggests that organizations may need to focus on implementing retention strategies such as career development programs, competitive compensation packages, and work-life balance initiatives. Policymakers and HR practitioners should also consider conducting exit interviews with departing employees to better understand why they are leaving, and what changes could be made to retain top talent.

The significance of preserving impartial and fair hiring and selection procedures is another application of this finding. The recruiting and selection procedures used by the respondents' organization were generally seen as impartial and fair, but there might be some areas for improvement. For instance, businesses can use blind recruiting procedures to get rid of age, gender, and/or race prejudices. Additionally, they can offer training on how to spot and get rid of unconscious biases to recruiters. Organizations can draw in a varied pool of candidates and guarantee that the best candidate is chosen for the job by upholding an impartial and fair recruiting and selection procedure.

7.1 LIMITATIONS AND FUTURE RESEARCH

Although this study's findings offer insightful information about the efficacy of recruitment and selection procedures in Ghana, several limitations need to be addressed in subsequent studies. First, the study may not be representative of all Ghanaian organizations because it used self-reported data from a small sample size. Future research should include more data sources and a larger sample size to provide a more complete knowledge of Ghana's recruitment and selection methods.

Second, the study did not analyze the efficacy of recruitment and selection procedures in other domains, such as diversity and inclusion, and instead concentrated only on recruiting and

retaining top talent. The effectiveness of hiring and selection procedures in fostering diversity and inclusion at work, as well as the effects of varied hiring and selection procedures on organizational performance, could be the subject of future research.

Third, the effectiveness of recruiting and selection techniques was not examined in this study contextual characteristics such as organizational culture, industry, or geography. Future studies could look at how these contextual elements affect hiring and hiring methods as well as how firms can modify their procedures to fit their setting.

Finally, the study did not explore the impact of technological advancements and digital transformation on recruitment and selection practices. As technology continues to shape the future of work, researchers need to investigate how technological advancements can be leveraged to improve recruitment and selection practices as well as the potential risks and challenges associated with these advancements.

8.1 RECOMMENDATIONS AND CONTRIBUTIONS

Researchers might suggest several steps to improve Ghana's recruitment and selection procedures based on the findings of this study. First, future studies might examine how technology is used in hiring and choosing candidates. For instance, academics have looked into using artificial intelligence (AI) techniques to lessen bias and increase the effectiveness of hiring and selection procedures. Researchers could also look at how social media and internet platforms are used for recruitment, as these technologies are being used more and more over the world.

Second, firms in Ghana can be advised by academics to concentrate on enhancing their employer brand reputation to draw in and keep top personnel. Through employee engagement efforts, social media campaigns, and other measures that support a positive perception of the company, organizations can invest in enhancing their brand reputation. To build a positive reputation for their employer brand, firms should also concentrate on enhancing the candidate's experience during the recruitment and selection procedures.

Third, organizations in Ghana should emphasize diversity and inclusion in their hiring and hiring methods, according to academics. The use of inclusive language in job postings and the provision of training on unconscious bias are just a few examples of how organizations can create policies and practices that support diversity and inclusion. To expand the pool of varied candidates, companies might interact with diverse networks and communities.

Finally, the researchers encourage Ghanaian companies to focus on developing retention strategies for top employees. Organizations can frequently assess employee engagement to identify growth opportunities and set strategies for retaining top performers. Aside providing opportunities for job rotations, leadership training, and mentorship programs, organizations can also provide other opportunities for professional development. These strategies can help companies retain talent and improve the effectiveness of their recruitment and selection processes.

This study has made various important additions to the literature on Ghana's recruitment and selection procedures. First, it provides analytical details about the factors that influence the effectiveness of these processes, highlighting the significance of candidate characteristics and job fit for identifying and hiring top talent. Second, this study sheds light on the effectiveness of the hiring and recruitment processes in Ghana, with findings that frequently concur with respondents' assessments that these processes are effective in identifying and hiring high talent.

The study's contribution is the examination of perceptions of unfairness and prejudice in the recruitment and selection processes. This survey reveals that respondents generally view these procedures as fair and unbiased, which is important information for politicians and HR professionals looking to ensure that their recruiting and selection strategies are perceived as real and dependable by job seekers.

In sum, by emphasizing the value of keeping elite talent found through recruitment and selection procedures, this study adds to the body of literature. This study highlights an important area for future research and suggests that policymakers and HR practitioners should concentrate on developing strategies to retain the best employees once they have been hired by finding that respondents are somewhat less positive about their organization's ability to retain top talent. For policymakers, HR professionals, and upcoming researchers, this study has crucial implications for the effectiveness of recruitment and selection processes in Ghana.

ETHICAL CONSIDERATIONS

The study adhered to ethical standards for using human subjects in research, including getting participants' informed consent and respecting their privacy and confidentiality.

CONFLICT OF INTEREST

No reported conflicts of interest exist among the authors.

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