

# POLI 457 Human Resource Development and Management

## Session 3 – Recruiting and selection 1

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# Session Overview

In this session and the next we will look at recruiting and selection in organizations. For the first part we will discuss recruiting and the types of recruiting in organizations.

# Session Outline

- Topic 1: Recruiting
- Topic 2: Types of Recruiting

# Reading Materials

- Denhardt, R.B. & Denhardt, J.V., 2009. *Public Administration: An Action Orientation* (6<sup>th</sup> Edition). Thomson Wadsworth: USA.
- DeNisi, A. S. & Griffin, R. W., 2008. *Human Resource Management* (3<sup>rd</sup> Edition). Houghton Mifflin Company: USA:

# Topic 1: Recruiting

- Recruiting is when organizations develop a pool of qualified applicants who are interested in working for the organizations and from which the organizations will select some of them for employment (DeNisi and Griffin 2008). DeNisi and Griffin (2008) have further noted that recruiting is a two-way street because employers are looking for people to come and work for them and individuals are also looking for jobs in the organizations.
- A typical example is that an organization/school that has run commercials looking for teachers obviously wants to have teachers, and the individuals who will also apply for the teaching positions want to be employed. We can see from this example that the school is looking for teachers and the individuals too are looking for employment as teachers. When the interests of the two converged, then selection, which is the final stage in recruiting, takes place. We will look at selection in the next section.

- Because recruiting is a two-way traffic, both individuals (who are looking for jobs) and organizations (who are looking for workers) have goals regarding meeting the qualifications of employment and getting the right persons for the jobs, respectively. These are the goals of organizations that are looking for workers;
- The first is to attract a pool of qualified applicants. This means organizations do everything within their means to get as many qualified applicants as possible. The advantage to the organization is that you have many people out there who are willing to work and you can select the best applicants from this pool.
- The second goal is to keep the pool of qualified applicants at manageable size so as to allow the organization to select from this size. For instance, a pool of 1000 qualified applicants for 20 vacancies could be cumbersome. What organizations will likely do in this instance is to reduce this number to about 100 to facilitate the recruiting process.
- The final organizational goal is the provision of realistic job previews. Realistic job preview is a technique which allows those looking for jobs to know and understand the actual nature of jobs they are applying.

- The following are the goals of individuals looking for jobs in the recruiting process;
- As a first goal, individuals will like to meet the work-related goals of the organizations. Organizations will state in the job advert or the realistic job preview that this is the nature of the job, and as an individual looking for work, it becomes your goal to be able to meet the expectations of the organization.
- Moreover, individuals will also want to meet the personal goals required by the organizations. This is where organizations specify the kind of qualifications they are looking for in terms of education (tertiary or secondary education, graduate school, etc) and experience (how many years have you worked in a similar capacity) and others.
- Finally, individuals have a goal of addressing personal needs. Just like most, if not all, people, individuals looking for jobs have some personal needs they want to address and, consequently, they predict that they will be able to address those personal needs if they are given the job. Some of these personal needs may be further studies, buying a property, investing in treasury

# Sample questions

1. Explain recruiting in your own words.

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2. Discuss any two goals of organizations that are looking for workers to fill vacancies.

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# Topic 2:Types of Recruiting

- There are three main types of recruiting which are internal, external and electronic recruiting.
- Internal recruiting is the “process of looking inside the organization for existing qualified employees who might be promoted to higher-level positions” (DeNisi and Griffin 2008:211). Organizations promote those who are already working in the organizations to top level positions. The implication here is that you are going to have individuals who are already familiar with the organizations promoted to management positions. In Ghana, this is very popular in most of our public universities, where those who are usually appointed as Vice-Chancellors have served as Deans or similar positions in those same institutions.
- In many government departments, too, this is common as people who serve as deputy directors or deputy chief executives are at times elevated to the level of chief executive officers. Those in the private sector as well as intergovernmental organizations (such as the United Nations, the World Bank, and etc.) use internal recruiting. When organizations use internal recruiting, they will only fill lower level positions with people from outside. The preceding will look at some of the advantages and disadvantages of internal recruiting.

- One advantage with this form of recruiting is that it increases the motivation of workers in the organization. As a worker, you know should you live up to expectation; you can apply for top-level positions in your organization and this boosts your moral to work harder. Workers in organizations that do internal recruiting see such a practice as an avenue for them to enter into management level positions.
- Secondly, this practice sustains the rich culture of the organization. You are going to have people who are already working in the organizations into management positions. These people get to their new positions with the organizational culture that has nurtured them since they joined the organization. The end result is that these ways of life or how things are done which have made the organization a leader will be sustained.

- Moreover, internal recruiting is inexpensive. This is because organizations are recruiting internally and as such they do not have to run advertisements in the newspapers, televisions, and radio stations. Running a job advertisement is very expensive, and internal recruiting saves organizations a lot of money.
- A disadvantage of internal recruiting is that, if the culture of the organization is a bad one, it will stay with the organization since you are going to have the same people at the helm of affairs. In Ghana, for instance, we tend to blame the public sector because of inefficiency and delays. One main reason is that you have the same people who are running the show in these organizations, indicating the bad culture of the organization will also be maintained.

- Another disadvantage is that organizations will not be receptive to new ideas. We have already said internal recruiting is looking inside the organization for qualified people. This indicates that organizations are not going to get people outside the organizations who will come with new ideas or new ways of doing things. Similar to the earlier disadvantage, the old ideas that have not been working will still be there. This also means organizations will lack people who think outside the box. This is why some organizations also prefer to employ from outside so as to benefit from new ways of addressing challenges.
- There are several methods used in recruiting internally. One of them is supervisor recommendations. This is where supervisors in organizations will tell those in top management or the human resource director that there are some workers who can be considered for certain positions in the organizations. In this instance, the workers will be told by the supervisors to apply for those positions. Other methods of internal recruiting are posting jobs on organizations' bulletin boards, company newsletters, and internal memos to all workers. Workers who are interested in the posted jobs will put in the application.

# External recruiting

- External recruiting is the “process of looking to sources outside the organization for prospective employees” (DeNisi and Griffin 2008:213). This means whenever there is a vacancy organizations will advertise the job with the intention that they are looking for somebody who is not working in the organization. Some organizations have policies in place to recruit externally when certain positions become vacant. For example, if the University of Ghana practices external recruiting, whenever the position of vice-chancellor becomes vacant, the school will make the effort to get someone who is not part of the university establishment.
- The main advantage with this system is that it can lead to the employment of people who will bring new ideas into the organizations. These are people who were not working for the organization and they have been employed in top management positions. They might have succeeded in another organization, convincing their new employers to employ them. Employers typically expect these new employees to replicate their excellent achievements in their previous organizations.

- Moreover, this system ensures that organizations will have a large pool of qualified applicants to select the best applicants. Note that we said this is where organizations look outside for potential workers. And because they are looking outside, it is more likely that many people will apply for the jobs advertized. When organizations select the best from this pool, it is very likely productivity and quality will increase, as is the competitiveness of the organizations.
- A disadvantage of external recruiting is that it is very expensive. Any serious organization committed to external recruiting must be ready to advertize in the newspapers, radio stations and televisions. The organization will have to pay all these advertizing outlets and this is very expensive. In recent times organization even advertize on the Internet. In Ghana, for example, external recruiting organizations advertize on the following websites- [www.jobsinghana.com](http://www.jobsinghana.com), [www.businessghana.com](http://www.businessghana.com), and [www.ghanaweb.com](http://www.ghanaweb.com).

- Another disadvantage is that it hurts the motivation of current employees. Because current employees know that top-level or management positions will be given to those outside the organizations, most of them will not be inspired to live up to expectation. This will obviously affect productivity and the overall competitiveness of organizations.
- A final disadvantage we want to discuss is that it takes a very long time to recruit externally. Consider that you have to run advertisements, wait for people to apply, screen the applicants, organize employment interviews, and others. Unlike internal recruiting which is fast, with external recruiting, by the time those outside will join the organization, it is likely some things might have gone wrong.

- There are a number of methods used in external recruiting. One of the methods is word-of-mouth. This occurs when employers tell current employees that there are vacancies in the organization and that they should inform family members, neighbors, and others for them to apply. Another method is advertizing the vacancies in both the print media (newspapers and magazines) and electronic media (radio, TV, and Internet). Organizations can also use employment agencies to draw the attention of people to vacancies in their organizations. Employment agencies are organizations that help people to get employed and they also help employers to get workers.



- There is a type of external recruiting known as electronic recruiting and this has become very popular in recent times due to advances in technology. Electronic recruiting is when the job is advertized electronically (through the Internet) for people to also apply for the jobs electronically. In some instances people can be employed through the submission of the documents electronically. However, for the most part those who apply electronically go through face-to-face or telephone interviews to complete the process. This type of recruiting has become popular because you are likely going to get applicants from all parts of the world to select the best applicants for the vacancies. For all you know, the expertise and qualification you are looking for may be located in Egypt, so with electronic recruiting such a person can apply from Egypt. Many Ghanaians living outside the country have been applying for jobs in Ghana through this particular type of recruiting. In the same manner, Ghanaians living in the country apply for vacancies in intergovernmental and other business organizations abroad through electronic recruiting.

# Conclusion

- We have been able to discuss recruiting and the types of recruiting in modern organizations. You should understand that when you are part of the recruiting class it is not an indication that you have been given the job. You only get the job when you are part of those selected.

# Sample questions

1. Describe three advantages of electronic recruiting.
2. In your own words discuss any two disadvantages of internal recruiting in Ghana's public sector.
3. Explain any two advantages of internal recruiting not discussed.

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4. In your own words explain any two problems with external recruiting.

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# Further Readings

- Denhardt, R.B. & Denhardt, J.V., 2009. *Public Administration: An Action Orientation* (6<sup>th</sup> Edition). Thomson Wadsworth: USA.
- DeNisi, A. S. & Griffin, R. W., 2008. *Human Resource Management* (3<sup>rd</sup> Edition). Houghton Mifflin Company: USA:
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