

ASHESI UNIVERSITY COLLEGE

**ASSESSING THE VIABILITY OF RECRUITMENT AGENCIES IN
GHANA: THE CASE OF GHANA CLUB 100 COMPANIES**

AKUA ASARE-BERKOH

THESIS SUBMITTED TO THE DEPARTMENT OF BUSINESS
ADMINISTRATION, ASHESI UNIVERSITY COLLEGE IN PARTIAL
FULFILLMENT OF BACHCELOR OF SCIENCE DEGREE IN BUSINESS
ADMINISTRATION

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature:

Candidate's Name:

Date:

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on the supervision of dissertation laid down by Ashesi University College.

Supervisor's Signature:

Supervisor's Name:

Date:

Acknowledgement

I am so grateful to the Almighty God for bringing me this far. I would like to acknowledge my supervisor, Dr. Sena Agyepong, for all her time, guidance, accurate feedback and the pressure she gave me to ensure that I produced the right output. Thank you so much, I really appreciate it.

To the personnel of the companies who took time of their busy schedules to assist me in my thesis work by filing out my questionnaires, I remain grateful.

I would like to express my sincerest gratitude to my parents: Yaw and Yaa, my siblings: Abena, Kofi and Yaa for all the support they gave me during my reasearch.

Finally to my friends, Sapormaa, Awo, Amda and Andrew, thank you very much for the support and the constructive feedback. I really appreciate it.

Abstract

There has been an increase in the number of recruitment agencies in Ghana over the years. The aim of these recruitment agencies is to create the perfect fit between companies and individuals looking for job opportunities. This service is how ever rendered by Human Resource Management (HRM) department in the companies.

The company has the option of choosing between the two methods when recruiting: using the services of recruitment agencies or maintain their recruitment activities in-house.

The research investigates the viability of recruitment agencies in Ghana to establish how efficient and effective their services rendered are. Through exploratory research, the recruitment requirements of companies in Ghana Club 100 (2011) and the factors that influence the choice of method adopted were established.

The research discovered that, majority of companies in the sample use the in-house recruitment method mainly because it satisfies the recruitment requirement of the companies.

It is recommended that the recruitment agencies concentrate on the factors that mostly influence the decision made by companies when choosing a recruitment method to adopt. The companies in Ghana Club 100 (2011) were advised to try the services of the recruitment agencies and determine the gap they could fill in their company to contribute to its success.

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Chapter 1

Introduction to Research

1.1 Chapter Overview

Unemployment in Ghana has increased from 6.5% in 2008 to 8.5% in 2010 (Appiah-Kubi, 2011). The government has found it necessary to find solutions to this problem. This is because, the country has lost some of its most important components of growth such as consumer spending, which is the portion of household spending used to purchase basic necessities (Duly, 2003). An increase in unemployment means a decrease in taxes received by the government through consumer spending which will also affect the individuals. Individuals want to satisfy their desire for their basic needs as stated in Maslow's Hierarchy of needs. This natural drive in my view forces them to indulge in social vices such as armed robbery and theft which will make the economy unattractive in the long run.

In accordance to Section 5 of the Labor Act, "Every person has the right to work under satisfactory, safe and healthy conditions, and shall receive equal pay for equal work without distinction of any kind". For this reason, the government has initiated activities such as the Aviation training school which is to provide the necessary skills and training for individuals to increase their opportunity to gain access to employment opportunities Awolukutu (2012). The government also introduced the National Youth Employment Program (NYEP) now known as the Ghana

Youth Employment and Entrepreneurial Development Agency (GYEEDA) during Kuffour's administration in its quest to reduce unemployment among the youth and also increase youth development to increase the ability of the youth to have access to the job market (Zaney, 2012).

Private individuals have also pioneered the establishment of recruitment agencies to solve this unemployment issues. These agencies attempt to create a 'perfect' mapping of jobs to individuals in the country. They act as a link between individuals and the firms with vacant positions. Recruitment agencies are perceived to satisfy the requirement in Section 3 sub section 1 of the Labor Act 651, by helping individuals to find work under satisfactory, safe, healthy conditions and also to receive a salary for it. This research however seeks to identify whether recruitment agencies are able to satisfy the need for the 'perfect' mapping, or whether companies are better of performing this activity?

1.2 Background

Recruitment is defined by the Business Dictionary (2012) as the process of identifying and hiring the best-qualified candidate (from within or outside of an organization) for a job vacancy in a most timely and cost effective manner. Every company has to undergo the process of recruitment at one time or another in order to fill its vacant positions. The Human Resource (HR) department of a company takes up this activity but recruitment agencies also have the mandate to take up the activity in accordance with Section 3 subsection 1 of the Labor Act 651.

1.2.1 The Evolution of Recruitment Agencies

Stroud (2012) reported that recruitment agencies sprung up from the Western World during the Second World War because of the void created by the military service in other employment sectors. The employment agencies advertised for other individuals to take up positions in other sectors to increase employment in the country. By the end of the war, recruitment agencies had become more popular because they were able to accomplish their aim of increasing the workforce in other sectors of the country's economy.

1.2.1 Recruitment in Contest

Recruitment agencies in Ghana however became popular in the early 1990's. Under Section 7 of the Labor Act, 651, a recruitment agency must be a corporate body which has been granted the license to operate by the Minister. The Act outlines the functions of these employment agencies in ensuring that they are able to satisfy their customers:

1. The agencies are meant to assist unemployed and employed persons to find a suitable job.
2. The agency is to assist employers to find suitable workers from among such available persons.
3. They also have a responsibility to facilitate occupational mobility in order to adjust the supply of labor to employment opportunities in the various occupations.

4. The agencies are also responsible for the temporary transfer of individuals from one work place to another in order to satisfy the demand of unemployed persons in the country.

However, the activities outlined above may also be undertaken by the HR team in a company. The challenge for companies is which method to adopt to carry out the recruitment activity.

1.3 Problem Statement

According to Ghana Web (2012), there are 99 recruitment agencies in the country. The number of recruitment agencies in the country has been increasing over the past years and is expected to continue to increase. Under Section 5 of the Labor Act 651, companies are not obligated to employ the services of recruitment agencies even though some companies do so. Since both methods provide the same service, it is important for companies to know which source provides the best service in order to determine the method to employ during the process of recruitment.

1.4 Research Question

1. Is a company better of employing the services of a recruitment agency or keeping the activity in-house?
2. Why do some companies employ the services of recruitment agencies or keep the activity in-house?
3. Is there a difference between employees recruited by an employment agency and those recruited by the human resource department of the company?

1.5 Objectives of the Research

The aim of the research is to investigate the viability of recruitment agencies by establishing the most practiced recruitment method and evaluating the reasons for the choice.

1.5.1 Specific Objectives

1. To establish the requirements of companies during the recruitment process.
2. To determine the factors that influences a company's choice of its method of recruitment.
3. To determine the most practiced method of recruitment by organizations in Ghana club 100 (2011).
4. To make recommendations as to how recruitment agencies can improve their services for companies in Ghana Club 100 (2011).

1.6 Scope of Study

This research focuses on determining the viability of recruitment agencies in Ghana. The study area was companies in Ghana Club 100 (2011) situated in the Greater Accra Region. This is because the companies in Ghana Club 100 are considered to be the top 100 companies in the country. These companies may employ the services of both recruitment agencies and their in-house HR team, or either of them during their recruitment activities.

1.7 Research method

The research was done using both quantitative and qualitative research methods. Quantitative research method was used to measure the distribution of companies in Ghana Club 100 (2011) who employ the services of both recruitment agencies and their HR department, and those who use either of the two methods of recruitment. The quantitative research aided in achieving and measuring the reasons for the choice of the method of recruitment used. The qualitative method was used to draw inferences from the reasons for the choice of recruitment used to describe the data from the data gathered. In gathering primary data for the research, questionnaires were administered to companies in the Ghana Club 100 (2011).

1.8 Justification/ Impact

This study provides empirical data to support the decision making processes of organizations when deciding on the method of recruitment. This will aid in identifying the factors that organizations consider important when choosing their method of recruitment.

The results obtained from this research will prove whether recruitment agencies in Ghana are able to achieve their aim which is to be the 'perfect match makers' between people looking for jobs and the job market, hence making them viable. The results of the research will ultimately provide empirical evidence from the scope which will aid in a debate as to whether recruitment agencies in Ghana are viable or not.

Also, this research is significant because it provides recruitment agencies with information on how to ensure that they increase their demand from companies in Ghana Club 100 (2011).

1.9 Thesis Outline

The first chapter provides the reader with an overview of the research. It provides the reader with the necessary information about how and why the research is being carried out.

Chapter two which is the literature review, serves as a guide for the research. The chapter provides information on what scholars have written on recruitment and also identifies any gaps in literature. This chapter also provides a theoretical framework for the research work.

The third chapter on methodology and methods provides information on methods used in gathering data for the research. It will identify and justify the reasons for the research method and the technique used in data collection.

Chapter four documents the findings of the research and analyses the results based on the objectives of the research. The findings of the research are communicated to answer the research questions by using tables, graphs and charts.

The final chapter of the research, chapter five, summarizes the findings of the research and provides recommendations based on the findings.

Chapter 2

Literature Review

2.1 Chapter Overview

This chapter introduces existing literature on recruitment and its processes. Some of literature forms the theoretical basis for the research.

Recruitment is rated as the second most important activity of HRM (Parry & Wilson, 2009). According to them, recruitment is defined as those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees. Marsden (1994) explains in an article that, companies attach a lot of importance to the process of recruitment, searching for the most effective and efficient method in recruiting personnel for a company. A lot of importance is attached to this function of HRM because it is a major contributing factor to the success of an organization. Jim Collins believes that the starting point for any truly great organization is to get the right people (Collins, 1958).

Benjamin Schneider (1987) explains that the organization is a function of the kind of people they contain, likewise, the people there are the functions of an attraction- selection-attrition (ASA) cycle. The ASA cycle, which is influenced by the kind of people in the organization, is a model for understanding organizations and the causes of the structures, processes and the technology used in the organization. In essence, the people recruited into an organization define and make up the organization, having a major influence on the company's success and failure.

2.2 Outsourcing HR Functions

In a research by Sheehan (2009), it was discovered that the demands on the HRM of an organization to design and aid in employer-employee relations are even more complicated because they have other responsibilities such as providing labor to the organization and handling performance management systems of employees. In order for the HRM to manage this challenge, the HRM has the option of outsourcing some of its functions in order to concentrate on some particular functions which are considered core to the success of the organization. The help of HRM specialist are employed through the process of outsourcing in order to receive expert input when needed in specific fields of HR.

Outsourcing enables the work that is performed in the company to be contracted out to another company (Jackson, Schuler, & Werner, 2009). Porter's corporate strategic theory buttresses on the fact that, competitive advantage can be gained by outsourcing activities of the company. Porter stated that these activities outsourced must not core to the function of the company. This statement by Porter (1980) is a justification for the reason why some companies outsource some of their functions, which is to gain a competitive advantage in its field of business.

According to Mahmud, Billah and Chowdhury (2012), outsourcing HR functions helps in risk management. According to them, outsourcing firms keep up with regular changes in employment and labor laws so as to protect the organization from costly lawsuits from employees. Even though the HR function of an organization can take up this task, outsourcing HR activities reduces the work organizations need to do in

order to avoid this risk. Young and Hood (2003) also emphasize on the fact that proper formation and effective management of contracts is necessary since contracting proves to be a major source of risk to an organization. From the research conducted by them in the local government in Scotland and Minnesota, organizations were concerned about 'provider personnel' in issues such as recruitment. Even though this was recognized as a problem for many organizations in the country, there were no obvious or simple control solutions. Many organizations therefore found it safer to outsource some activities to avoid having to manage these risks and the hidden costs that come with its management.

According to Cathy Sheehan (2009), firms believe that the companies they outsource to may fill in the gap in the firm's knowledge base but may also pose as a risk to the firm. This is because the company may be faced with the risks associated with the potential loss of organizational skills and relative expertise. Another problem is that the services of the outsource company may not fit with the company's objectives. For this reason, companies may not want to outsource their HR functions but rather keep all HR activities in house to ensure that the skills of the recruited personnel fit with that of the company.

Mahmud, Billah and Chowdhury (2012) mentioned that, outsourcing HR functions help in reducing the cost in running the company. This is because the company is able to avoid the full cost on running and maintaining a fully functioning HR department. Costs associated with facilities such as the office space and other items for running the department are avoided. Outsourcing also increases the efficiency of the

workplace. Important HR functions such as payroll are done using advanced HR systems. Outsourcing some of the HR functions in a company enable the HR department to spend less time on paperwork and more time improving the efficiency of its employees. This is in line with Porter's (1980) corporate strategic theory of a company concentrating on the activities which will gain the organization a competitive advantage in its industry.

2.3 Outsourcing Recruitment Activities

The HRM has various functions it serves in an organization. The HRM system undertakes activities such as promotions and succession, performance management system, training and development and employee management (Jackson, Schuler, & Werner, 2009). A research conducted by Mahmud, Billah and Chowdhury (2012) discovered that, there is relative importance in its various functions. The recruitment function received the highest rating according to its importance to the organization. From their research it was discovered that companies may want to outsource their recruitment and selection function in order to save money. Another reason why they will outsource some functions is to attain special competence for other HR processes and also to save time. On the other hand, some organizations do not want to outsource their recruitment function because the cost involved is very high. Their refusal to outsource is also as a result of the unavailability of the service to the organization. For some other organizations, they may have a self sufficient HR department which can single handedly take care of the function in-house.

An article by Greer, Youngblood and Gray (1999) reported that, recruitment is one of the HRM functions which are frequently outsourced by organizations. According to them, this is because companies are attracted to the technological sophistication and global connections that are made available through outside agents which are attractive to organizations facing the problem of diminishing talent pools. The same article also argues that, organizations are to ensure that they are strategic when outsourcing. This is done by keeping activities that have strategic value to the company in-house.

Considering the fact that the first contact between a prospective employee and the organization is through recruitment, the activity must establish a correct person-to-organization fit (Greer, Youngblood, & Gray, 1999). Therefore, when a company decides to outsource their recruitment function, the recruitment agency must keep the company involved during the process. This, according to them will enable recruitment agencies to deliver the right kind of employees to the companies. According to Stroh and Treehoboff (2003), despite the decision of a firm to either outsource or retain their recruitment activities in-house, the final decision of any recruitment activity must be carried out in-house. This will is to ensure that the correct person-to- organization fit is established.

Stroh and Treehuboff (2003) reports on the importance of recruitment. They explain that the best training cannot make up for bad hiring decisions or the lack of effective recruitment. Since the recruitment process is a never-ending burden for many HR departments, some organizations have resorted to outside agencies for assistance. The HRM

of an organization seek for assistance from other agencies because they have a variety of activities to work on in order to keep the business running. Because of the increasing pressure on the HRM, the idea of outsourcing recruitment has been gaining popularity.

Stroh and Treehuboff (2003), also argue against outsourcing recruitment activities in organizations using a case on the International Personal Association (IPA). They discovered from their research that despite the fact that employing the services of recruitment agencies may be a very attractive option for companies, IPA members hold a different view. They believe that since recruiting is often such a key organizational function, it is rather advisable that the function be done in-house. The IPA believes that, in-house staff are more familiar with the culture and values of an organization and are therefore able to recruit employees who fit with the values of the organization.

2.3.1The Recruitment Process

The recruitment process involves companies searching for and obtaining qualified applicants for the organization to consider when filling job openings (Jackson, Schuler, & Werner, 2009). In defining the various stages in the recruitment process, Breaugh & Starke (2000) outlined the steps as generating applicants, maintaining applicant status, and influencing job choice decisions. In the generation of applicants, the recruitment activities such as the recruiter's behavior may influence the type and number of applicants for the position. In maintaining applicant's status, the treatment or activities experienced by the applicants may influence their decision to withdraw during the process or to continue till

the end of the process. Certain recruitment actions such as the timeliness of a job offer may also influence the decision of an applicant to accept the offer or to decline it.

Breaugh & Starke (2000) have embarked on a research which outlines a series of activities the organization must undertake in order to answer the question of which recruitment source to use and when the employer should begin recruiting.

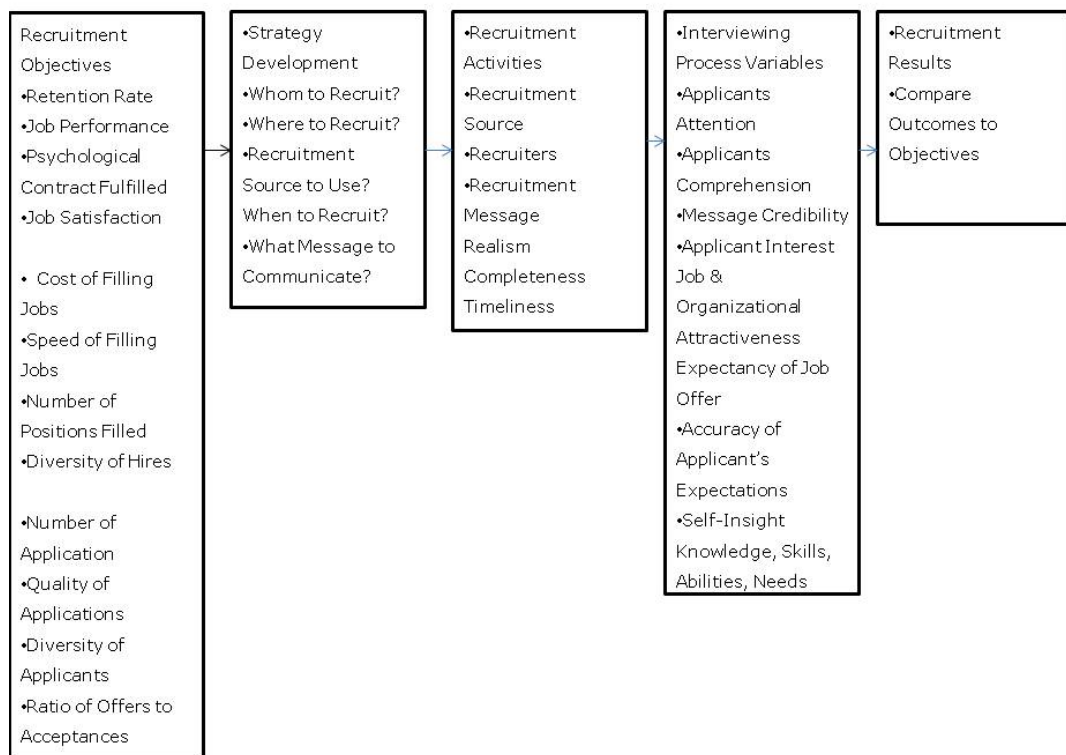


Figure 2.1 A model of the Organization Recruitment Process

Source: Breaugh & Starke (2000)

According to Breaugh & Starke (2000), it is necessary to outline the objectives of the recruitment in the first stage of the process. This is because when objectives are established, they influence and direct the

strategy of the recruitment. In developing the recruitment objectives, organizations may consider post-hiring outcomes that can be measured the day employees start work (Breaugh, 1992), such as the speed with which jobs were filled and the number of individuals hired.

According to Breaugh (1992), others argue that, with many organizations the post-hiring activities are not important to them, rather they are interested in the pre-hiring outcomes such as the individuals who apply for a position and the quality of these individuals. Despite the concern of organizations when hiring, developing recruitment objectives help organizations to generate the strategy development for recruitment. The development of a precise objective also answers questions such as whom to recruit and the recruitment methods to use (Breaugh & Starke, 2000). According to Rynes (1991), it is important to have intervening variables in the model in order to make decisions about the recruitment activities such as the recruiters and the recruitment messages used in the recruitment process. Therefore organizations outlining every step of the recruitment process will ensure that the organization uses the right method of recruitment, making the recruitment process very effective.

2.4 Theoretical Framework

The framework being used for this research is based on Breaugh & Starke's (2000) theory of the organizations' process of recruitment. Defining every stage in the recruitment process will enable the organization to outline the activities they must embark on during their recruitment activity such as the methods to be used for recruitment.

Mahmud, Billah and Chowdhury's (2012) theory on risks faced by organizations when recruiting either in-house or outsourcing recruitment will also form the basis of whether to outsource the recruitment activity or to maintain it in-house. The risks in doing both of them are weighed by the organization in order to choose whether to maintain the activity in-house or to outsource it.

Cathy Sheehan's (2009) theory on the gap being filled by the recruitment agencies being employed will also influence this research. Firms that lack the skill and competencies in embarking on an efficient recruitment process may resort to the use of the services of a recruitment agency. This research paper will therefore be grounded on these three theories in order to arrive at a conclusion to the research question.

2.5 Chapter Conclusion

In the analysis of literature for the research, it is evident that organizations may have different reasons for their chosen method of recruitment. Some consider the risks involved in either of them, others consider the gap the method of recruitment used will fill in the organization when employed. These reasons among others enable organizations to make the choice between outsourcing their recruitment activity and keeping it in-house.

Chapter 3

Research Methodology and Methods

3.1 Chapter Overview

This study is to investigate the viability of recruitment agencies in Ghana. The research will gather information from the HR department of companies in the scope to discover the type of method used for recruitment. This information was collated from companies in the Ghana Club 100 (2011) located in the Greater Accra Region.

According to Jim Collins (1958), "leaders of companies that move from good to great start by getting the right people on the bus". The aim of this chapter was to provide a detailed account of the methods and strategies used to gathering the information. The information gathered was to achieve the set objectives of discovering whether companies are "able to find the right people on the bus" by employing the services of recruitment agencies.

3.2 Operational Definition of Variables

3.2.1 Recruitment

Recruitment is defined by the Business Dictionary (2012) as the process of identifying and hiring the best-qualified candidate (from within or outside of an organization) for a job vacancy, in a most timely and cost effective manner.

3.2.2 Recruitment Process Outsourcing (RPO)

Recruitment Process Outsourced is a form of business process outsourced (BPO) where an employer transfers all or part of its recruitment process to an external service provider. An RPO provider can provide its own or may assume the company's staff, technology, methodologies and reporting during the recruitment process. RPOs serve client companies throughout the recruiting or hiring process from job profiling through interviewing (which is their core function) to recommendations. RPOs perform the activities that are not core to the companies, so that they can concentrate on what gives the organization a strategic advantage (Recruitment Process Outsourcing Association, 2012).

3.2.3 In-House HR Team

The HR team in an organization is a department responsible for the management of the hiring of qualified personnel for the purpose of filling vacant positions through activities such as recruiting, staffing and terminations. (Human Resource Management (HRM), 2010)

3.3 Research Strategy

A research can be viewed as being descriptive, exploratory or explanatory. According to Richey and Klein (2009), explanatory design is undertaken to describe a phenomena and also to test the relationship between elements of a problem. They also explained that explanatory research strategy is normally employed to seek the solutions to problems and hypotheses. Exploratory research is used to discover new phenomena to help the researcher's need for better understanding, or to test the

feasibility of a more extensive study (Williams, 2007). According to them, an exploratory research might involve a literature search or conducting focus group interviews. According to the Oxford index (2011), descriptive research has no other purpose than to describe phenomena and is not intended to explain, predict or control them.

For the purpose of this study, exploratory research was used. This is because the research sought to understand the factors influencing the recruitment methods used in organizations in the sample. The research also tested the feasibility of the methods used by the company for recruitment.

3.4 Research Design

This study incorporated the use of both the qualitative and quantitative research methods, but was more skewed towards qualitative research. John D. Anderson explains that qualitative research is used to give an in-depth analysis of the given issue. This research provided an analysis on whether recruitment agencies are viable for companies. This was done by analyzing the number of companies who use their services and their reasons for the choice.

John D. Anderson also states that qualitative research is the method of collecting, analyzing, and interpreting data by observing what people do and say. According to Sarantokos (2005), quantitative methods are generally geared towards documenting subject attributes expressed in quantity. Their purpose is to measure variables and to produce figures which will allow judgments as to the status of the variables in question

which will allow further processing and comparison (Sarantakos, 2005). In this research, questionnaires were sent to companies in the sample which collated their various requirements during the process of recruitment. Qualitative research is aimed at creating understanding from the data gathered as the analysis proceeds (Qualitative Research Study, 2006).

Quantitative research was used to obtaining quantifiable information about a specific research (Garwood, 2006). In analyzing the data obtained, quantitative research was used by representing the data in the form of charts and graphs to make interpretation easier.

3.5 Sampling strategy

The sample used for the study was from companies in the Ghana Club 100 (2011) situated in the Greater Accra Region. This is because the companies in the Ghana Club 100 are seen to be the most successful companies in the country and may be doing something right in terms of their work force. The companies used for the research are the ones situated in the Greater Accra Region because of the proximity to the researcher.

A sample size of 25%, according to Trochim (2005) is the most suitable sample size to be chosen for a research. From the population of 100 companies, it is deemed reasonable to use the sample size of 25 companies. According to Teddie and Yu (2007), convenience sampling is a method of taking units that you can easily get as your sample. Within the 100 companies, convenience sampling was used to choose companies that

the researcher can easily have access to; these companies will then make up the sample for the research.

3.6 Data Sources and Collection

In the course of the research, both primary and secondary data were employed in arriving at the conclusion of the study. Secondary data were derived from sources such as books, journals and other published data relating to the research. Primary data was received from questionnaires sent out to the companies in the sample. According to Trochim (2005), the use of questionnaires makes data gathering inexpensive and flexible. The use of closed ended questions made it easy for respondents to provide the response and also easy for the researcher to collate the results from the research.

This source of data provided recent information on the recruitment methods used by organizations in the sample. The response received ultimately aided in determining which method of recruitment is able to satisfy the recruitment needs of a company, and therefore deduce the viability of recruitment agencies for the sample.

3.6.1 Data Analysis

Data analysis according to Sarantakos (2005) serves as a guide to the research and facilitates a more effective treatment and coverage of the research topic. In analyzing the data, content analysis was used to analyse the qualitative data. According to Bryman (2004), content analysis is used to quantify qualitative data using predetermined categories of the research. From the information received, content

analysis was used to identify patterns and themes to aid in reporting the findings from the research conducted. This form of analysis will enable the companies in the sample to be grouped according to their common themes.

For the quantitative aspect of the data, descriptive analysis was used to summarize and report the data (Descriptive or Summary Statistics, 2006). Using charts and graphs, a mental picture of the data obtained was developed. Quantitative data allowed the researcher to report the requirement of recruitment that companies in the sample deem as important. This information aided in making inferences on whether companies find the services of recruitment agencies important. This informed the outcome of the research as to whether recruitment agencies are viable.

3.7 Chapter Conclusion

The research used exploratory and descriptive analysis to ascertain and describe the information gathered from the research conducted. The research made use of questionnaires to establish the viability of recruitment agencies and the reasons for the choice of recruitment method by the companies. The report of the data ensured the anonymity of the companies in the sample.

Chapter 4

Primary Data Collected and Analysis

4.1 Chapter Overview

The aim of the research is to assess the viability of recruitment agencies for companies in Ghana Club 100 (2011). In this chapter, the data collected from the primary sources was reported and analysed in order to answer the research objectives of the study. It reports on the methods of recruitment used in companies in Ghana Club 100, and summarizes the reason why choose this method. From these and other findings, the data is analysed to answer the main questions of the research hence, attain its objectives.

4.2 Profile of respondents

A total number of 15 organizations were used in this study. The intended sample size for the research was 25 companies, but 15 respondents were available during the data collection period. Out of the 15 organizations, 6 of them are international organizations and 8 of them are local companies. The sample constituted of organizations such as banks, insurance companies, automobile companies, and producer and retailer companies. These companies differ in size, number of branches and the number of years in existence.

Table 4.1: Characteristics of organizations sampled

Company	Number of years in existence	Number of branches
C1	11	12
C2	21	1
C3	8	26
C4	20	23
C5	15	1
C6	13	7
C7	4	25
C8	22	24
C9	30	15
C10	41	22
C11	23	18
C12	20	1
C13	30	11
C14	53	1
C15	18	8

Source: Field Data

4.3 Findings

4.3.1 Recruitment Requirements of Organizations

From the survey, it was discovered that, every organization has its expectations during the process of recruitment. The expectations of the organizations surveyed, is as captured in Figure 1 below. From this figure, it is evident that, 21% of organizations who use both methods of recruitments deem it a necessity to recruit employees who will adhere to the rules of the organization and fit into its culture. 21% indicated that, the method employed should allow them to finalize the payment structure of the employee.

19% of organizations who use the in-house recruitment method rated the ability for the method used to provide employees who fit within the culture of the organization as one of its important requirements. 27%

of them find it very important for the person being employed to fit the position being filled. 16% of companies who use the in-house recruitment method expect that prospective employees must adhere to the rules of the organization. Another 16% of them expect that the interviewing process of prospective employees must be done by their method of recruitment.

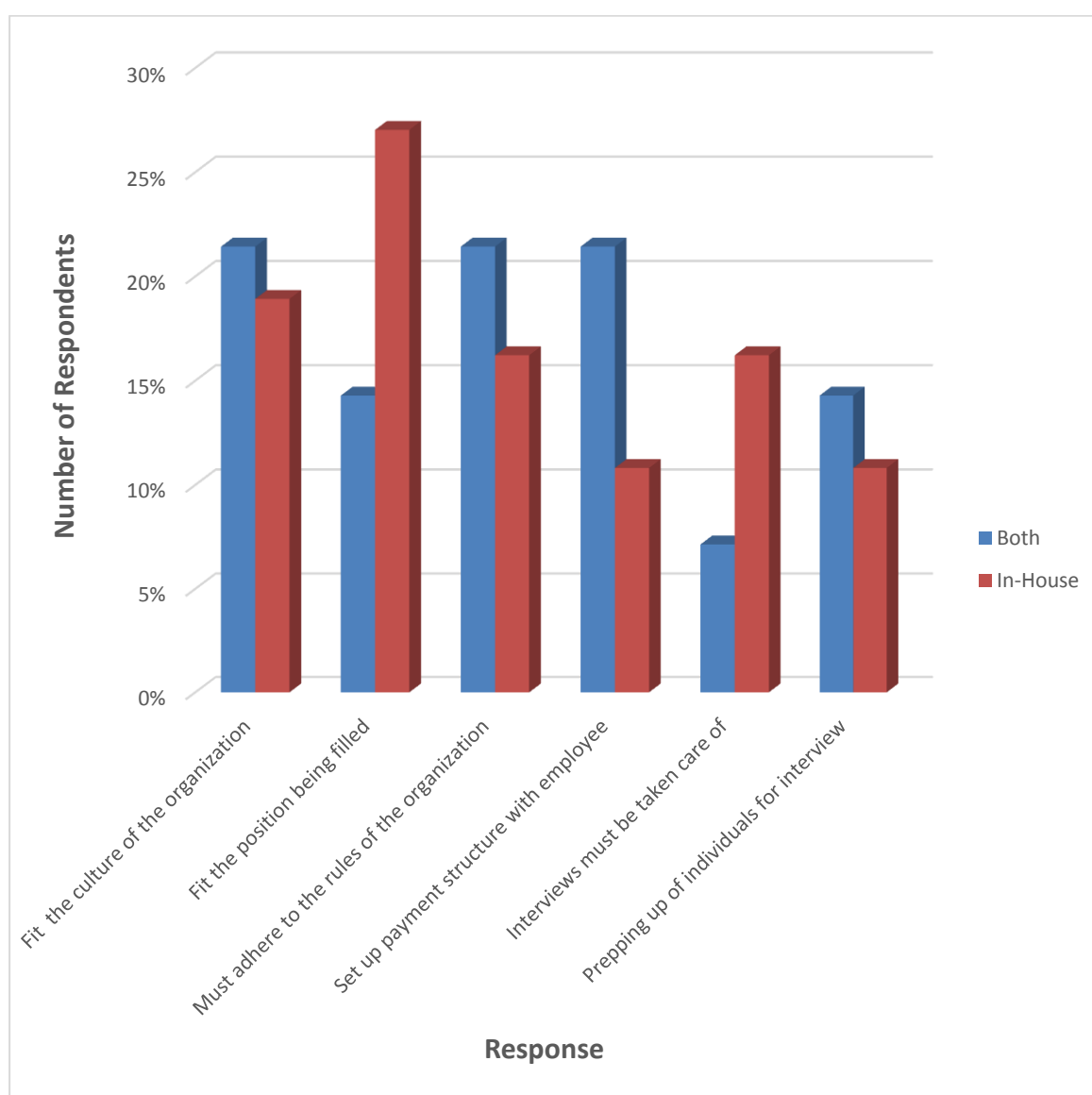


Figure 4.1: Recruitment Requirements

Source: Field data

4.3.2 Methods of recruitment used

The study also sought to find the method of recruitment mostly used by organizations in Ghana's Club 100 companies. It was discovered that 73% of the sampled organizations recruit using the in-house method, while 27% of them combined an in house team and a recruitment agency. None of them solely employ the services of recruitment agencies: outsource the function.

With organizations that recruit using the in-house recruitment method only, 80% of them have always used this method and have not found the need to change it yet. This is mainly because the expectations of their organizations are being met. Others do not want to make the advertisement of their vacant positions public, while others have never considered using any other method for their recruitment process. 20% of them however changed from using solely the recruitment agency to using the in-house recruitment method. They did so mainly because their recruitment requirements were not being met by the recruitment agencies. The survey showed that organizations in the sample that use both methods of recruitment have always used this method mainly because the requirements of their organizations are being satisfied.

Out of the 73% of respondents who use the in-house method of recruitment, 18% of them plan to use both methods of recruitment because they envision that the new method of recruitment will produce better quality of employees. Another reason why this change is being considered is because they want to always meet the demands of the 21st

century in terms of recruiting the right people for the organization. They also plan to partly employ the services of recruitment agencies because they envisage that, there will be an expansion in the company in the future, which will require the aid of a recruitment agency in addition to that of the in-house team. 36% of them however do not plan to change their recruitment method because the source being used produces the desired outcome of employees recruited. 45% of the respondents do not have any idea of a change in the method of recruitment used.

Out of the 27% of respondents who use both methods of recruitment, 50% of them plan to change their source of recruitment to use the in-house recruitment method because, they presume that the change will enable them get better quality of employees. 25% of them however do not plan to change their source of recruitment because the source being used satisfies the needs of the organization. 25% of them have no idea of any change in the method of recruitment used.

4.3.3 Factors Affecting Choice of Method

Based on the different methods of recruitment used by the organizations, the research sought to identify the various factors that influence the choice of recruitment method. Respondents identified the factors that mainly influence their choice of method employed to include: the suitability of the process for recruitment, the uniqueness of the opportunities offered, the cost of the alternative, its contribution to productivity, the alternative with the lower risk, the ability of the method to satisfy the company's requirement, the size of the company and the

less challenging alternative. The frequency of choice is represented in Figure 4.2 below.

It can be inferred from Figure 4.2 that, the main reason of choice as indicated by organizations in both categories, is if their recruitment requirements are being met. Organizations who use both methods do not consider the suitability of the process for the company, that is, whether it appropriate for the company, neither do they consider the cost of the method employed, the size of the company or the stress involved in using a particular method. Rather, they consider the satisfaction of their requirements, the risk involved, the method's contribution to productivity, and the uniqueness in the opportunities offered by the method employed.

Organizations who use the in-house source of recruitment on the other hand, do not consider the uniqueness in the opportunities offered by the method used nor the level of productivity. They rather consider other factors such as the stress involved in using the method, the size of the company, the risk and cost involved and the method that is most suitable for the organization.

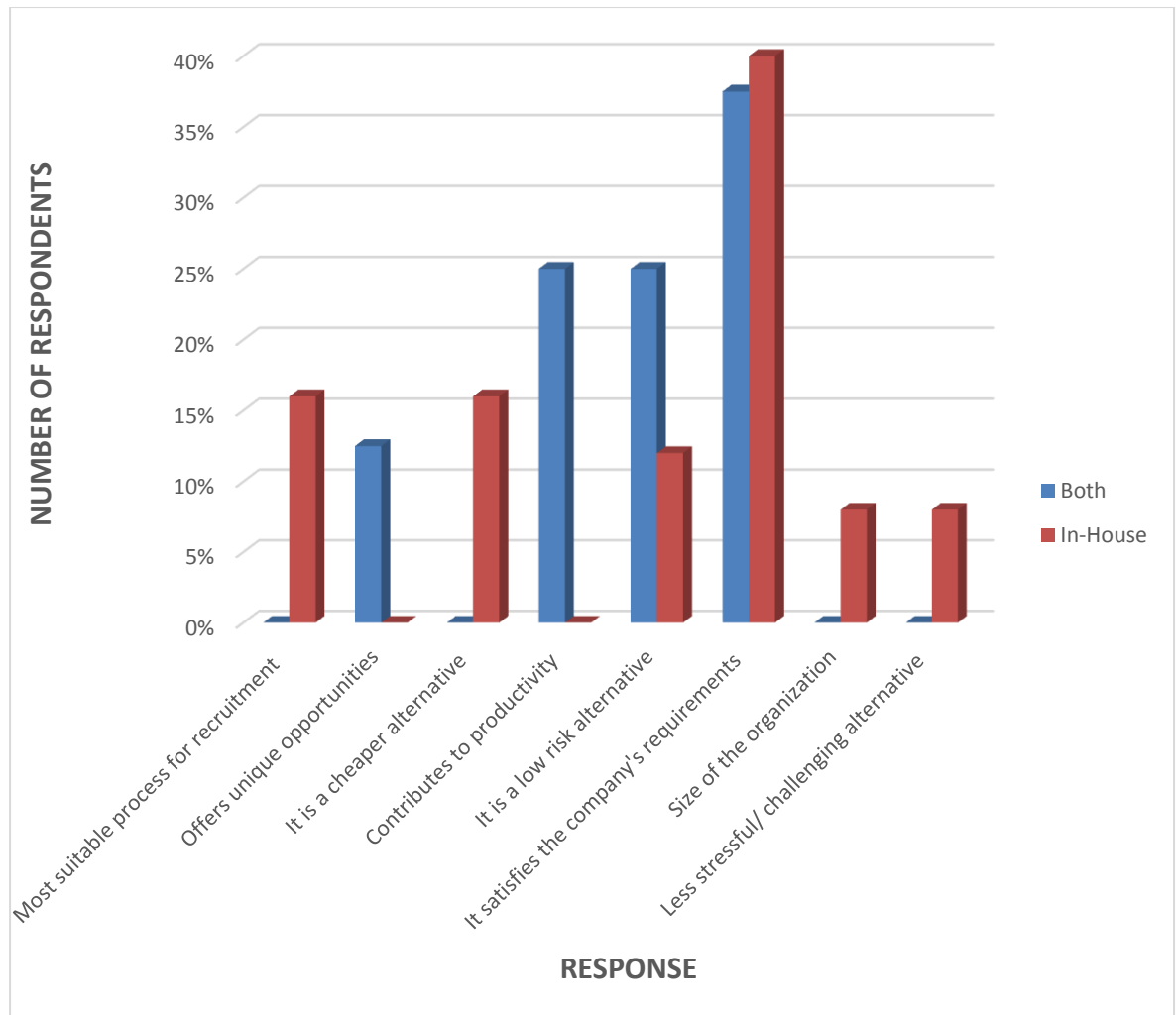


Figure: 4.2: Reasons for the Choice of Recruitment

Source: Field Data

4.3.4 Requirements from Recruitment Agencies

Organizations who use the services of recruitment agencies indicated the services they require from the recruitment agencies they use and also rated their performance on a scale of 1 to 5, with 1 showing the least level of satisfaction and 5 showing the highest level of satisfaction. The Table 4.2 below, shows the response from companies 6,8,7 and 9 from Table 4.1, who use this method.

Table 4.2: Requirements from Recruitment agencies

	Interview process	Training services	Organizational development	HR Technical Assistance	Management Training Services	Business Advisory Services	Briefing Application on Job Description
C 1	-	3	-	2	3	-	-
C 2	3	2	-	3	-	2	-
C3	2	-	-	-	-	-	3
C4	3	-	2	-	3	-	2

Source: Field Data

From Table 4.2 above, the companies gave the satisfaction of the services provided by the recruitment agencies a weight of 2 and 3.

4.4 Analysis of Field Data

The theoretical framework adopted for the research is described by Breaugh & Starke (2000), Mahmud, Billah and Chowdhury (2012) and Cathy Sheen (2009) as discussed in Chapter 2 of this report. Descriptive analysis, Inferential statistics and Pareto analysis are used to analyse and draw conclusions from the data gathered.

From the data gathered, 73% of the organizations use the in-house recruitment method. Out of the 73% of organizations, 36% of them do not plan to change their recruitment method while 45% of them are not certain if they will make changes to their recruitment method in the future. From the survey, 18% of the 73% of organizations plan to change their method of recruitment to use both methods of recruitment. Even with the proposed change in the method of recruitment used, none of the companies plan to solely use the services of recruitment agencies. They

all plan to keep some of their recruitment activities in-house. This signifies the unwillingness of these companies to solely depend on recruitment agencies for their recruitment activities. The 18% of companies who plan to incorporate recruitment agencies in their recruitment method indicates a slow change in how organizations in the Ghana Club 100 are recruiting. However since a greater percentage of companies prefer to keep their recruitment activities in-house, the figures imply that, recruitment agencies are not viable currently for companies in the Ghana Club 100.

Out of the 27% of organizations who use both methods of recruitments, 25% of them do not intend to change the method used while another 25% of them are not certain if they will be changing their recruitment method in the future. From the survey, 50% of the 27% of organizations plan to change their method of recruitment from using both recruitment methods, to using solely the in-house recruitment method. Even though this represents a small number of organizations in the sample, it still indicates the gradual change in the method of recruitment used by companies in the sample. From the survey conducted, this group has a more informed basis for this change due to the fact that they have used both methods of recruitment and base their choice on their experience. From their experience, they believe that changing the source of recruitment will enable them have better quality of employees. This change indicates a 50% decrease in the demand for the services of recruitment agencies by the 23% in the sample who use their services. The change in the method of recruitment used by these companies is not surprising as it reflected in the data collected. This is because companies in the sample were made to rate the services of recruitment agencies

between a scale of 1 and 5. 1 represents a very poor service provided while 5 represented an excellent service provided by the recruitment agency. Companies gave a weight of 2 and 3 out of 5, for the services provided by the recruitment agencies. 2 represented a poor service provided by the recruitment agencies and 3 represented an average service provided by the recruitment agencies.

From the literature in Chapter 2 of this research, it was established that organizations consider the risk, the process of recruitment of the organization and the gap being filled by the recruitment method when choosing their recruitment method. The data collected from the survey also supports this literature; however it brings to light other factors which the companies in the sample consider more important.

Pareto analysis was used in establishing the most significant factors influencing an organizations' decision in choosing the recruitment method to adopt. The Pareto rule states that, 80% of the problems come from 20% of the causes (Haughey, 2013). For the purposes of this research, this rule can be modified as: 20% of the factors that influence the choice of method adopted during the process of recruitment are the deciding factors of recruitment 80% of the time.

For companies who use the in-house recruitment method, the most influential requirement for recruitment is the ability of the in-house recruitment team to provide individuals who fit with the position being filled in the organization. From the Pareto analysis, it can be inferred that, the satisfaction of this need will influence the organization's choice of the method employed. The Pareto analysis also indicates that for companies

who use both recruitment methods, the factors that influence their decision are: the ability for the method to provide individuals who fit the culture of the organization and adhere to the rules of the organization and the ability of the method used to set up a payment structure with the prospective employees.

4.5 Chapter Conclusion

This chapter reported the findings from the survey and established the fact that, the data from the survey supports the literature in Chapter 2. The research conducted however discovered other factors that influence the decision of the method employed. Using the Pareto analysis, the chapter identified the factors which have greatest influence on the choice of method used. For organizations who use the both recruitment methods, their most influential factors are: the ability for the method to provide individuals who fit the culture of the organization and adhere to the rules of the organization, and the ability of the method used to set up a payment structure with the prospective employees. With organizations who use the in-house recruitment method they consider the ability of the in-house recruitment team to provide individuals who fit with the position being filled in the organization.

This section also analyzed the data gathered from the research and discovered that a greater percentage of organizations will be using the in-house recruitment method indicating the loss of clientele base of the recruitment agencies not making them viable for companies in the sample. This is mainly because recruitment agencies are not able to satisfy the requirements of the organizations that employ their services.

The response from the survey however is not influenced by the size and number of years the organization has been in existence, rather it is solely dependent on the satisfaction of the recruitment requirements of the companies who use their services.

Chapter 5

Recommendations and conclusions

5.1 Introduction

This chapter provides a summary of the entire research paper. It includes the findings from the research which answers the objectives of the research. It also provides recommendations based on the findings to help recruitment agencies become viable especially for companies in Ghana Club 100 (2011 list). It provides information for Companies in the Ghana Club 100 which helps them to know the most practiced method within their sample and the reasons for this choice. Finally, also highlights the limitations of the research and provides recommendations for further research.

5.1 Summary of findings

5.1.1 Recruitment Requirements

One of the findings of this research is to establish the requirements of companies during the recruitment process. Figure 4.1 provides the requirements of companies in the sample during the process of recruitment and also indicates the percentage of companies who find the various requirements important. Factors such as the ability of the individual provided to fit the culture of the organization and the position being filled, are some of the requirements that companies look out for during the process of recruitment. They also consider it very important that the individuals provided adhere to the rules of their organization.

5.1.2 Factors Influencing the Choice of Recruitment

The second objective of this research was to identify the factors that influence a company's choice of recruitment. Some of the factors identified were the risk involved in choosing a particular method, the process involved in using that method, and the gap being filled by the method as stated in Chapter 2 of this thesis report. The survey however discovered other factors that influence the choice of recruitment method used for companies in the sample. From the data, the most influential factors for companies in the sample when choosing the recruitment method is the methods' ability to satisfy the company's requirements. The study revealed that, a larger percentage of 73% of organizations use the in-house recruitment, 23% of them use both methods and none of the organizations rely solely on the services of recruitment agencies for recruitment.

5.1.3 Viability of Recruitment Agencies

The research established that 73% of the companies in the sample use the in-house recruitment method while 27% of them use both recruitment methods. This establishes the fact that recruitment agencies are not currently viable since most companies do not use their services.

5.2 Recommendations

With reference to the low demand for the services of recruitment agencies of companies in Ghana Club 100 (2011) as this research

discovered, the following recommendations are proposed to help them increase the demand for their services:

1. To increase the demand for the services of recruitment agencies with the Ghana Club 100 companies, recruitment agencies must put more effort into improving the most important factors influencing the decision of the method used. From the Pareto diagrams in the Appendix 2 and 3:
 - a. For companies who use the in-house recruitment method, the satisfaction of the need for them to have employees who fit with the position being filled in the organization will attract them to employ the services of recruitment agencies.
 - b. In order for recruitment agencies to satisfy companies who use both recruitment methods, they must provide individuals who fit the culture of the organization and adhere to the rules of the organization. They must also provide the service of setting up the payment structure with the prospective employees of the organizations.
2. Companies within the Ghana Club 100 must try the services of recruitment agencies in order to get acquainted with the services they provide and how these services can contribute to the success of the company. If this is adequately done with proper evaluations of the pros and cons of adopting the method, the companies could benefit from the gap that recruitment agencies are established to fill.

5.3 Significance of Study

The study established that, if recruitment agencies concentrate on improving on the most influential factors determining the choice of recruitment method used by companies in the sample, they will become viable in the future. This is because, companies will demand for their services during recruitment, hence increasing the productivity of recruitment agencies. The study also provides recruitment agencies with an estimation of growth in their demand from companies in Ghana Club 100 (2011). This will enable them to develop strategies to maintaining their market and further increase it.

5.4 Limitations

This research encountered some limitations which if not present would have enhanced the outcome of the study.

The process of getting the information was challenging. This resulted in the inability of the researcher to administer questionnaires to the entire sample. Industry persons were not ready to disclose information about their recruitment practice.

Most respondents did not have the time to fill out the questionnaires administered. This also resulted in the inability of the researcher to use the initial sample size as stated in Chapter 3 of the study. The presence of a more representative sample would have given a more informed conclusion, applicable to the larger study area.

Another limitation for this study was the scope of the research which focused on just one stakeholder of recruitment agencies, who are the companies who demand for their services. The study did not include the other stakeholder of the recruitment agencies, who are the individuals requesting to be matched with vacant positions in the companies. This also limited the results of the study.

5.5 Recommendations for Further Research

To address the limitations identified in Section 5.4 above, further research on the topic needs to be conducted in order to attain a more representative conclusion for the scope. The result of this study is contradictory to what is happening in the recruitment agency industry. The number of recruitment agencies in the country has been increasing. This increase could be an indication of the success in the sector. This success may stem from other factors such as the increase in individuals searching for jobs who employ the services of recruitment agencies, or other allied services being provided by these agencies. Despite the fact that they are not able to meet the standard or requirements of the organizations that require their services, they may be satisfying the requirements of the individuals who use their services, hence, contributing to their success. A research can therefore be carried out focusing on the individuals who use the services of recruitment agencies in order to assess the viability of recruitment agencies in Ghana.

5.6 Chapter Conclusion

The chapter sought to summarize the findings of the research and provide recommendations for its outcome. The research showed that, although a greater percentage of organizations in the sample do not use the services of recruitment agencies, it can be concluded that, recruitment agencies are not viable for companies in the sample. This situation can be improved by ensuring that the recruitment agencies satisfy the requirements of the organizations which are:

1. To provide individuals who fit the culture of the organization and adhere to the rules of the organization, and to set up a payment structure with the prospective employees for companies who use both methods.
2. To provide individuals who fit with the position being filled in organization who use the in-house recruitment method.

With the satisfaction of the above the requirements recruitment agencies will be able to increase their demand by companies in the sample. This may cause an increase in the viability of recruitment agencies to the sample in the near future.

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Appendix

Appendix 1: Questionnaire for companies

Guide: For the questions following, please select the answers that best describes the recruitment processes of your organization.

1. What are the recruitment requirements of your organization? (*Tick as many as apply*)

- ☐ Individual must easily fit the culture of the organization
- ☐ Individual must easily fit the position being filled
- ☐ The rules of the organization must be adhered to during the process of recruitment
- ☐ Payment structure of the prospective employee must be discussed and finalized
- ☐ Interviews must be taken care of
- ☐ Individuals must be prepped for the interview and the job position

Additional requirements:

- i. _____
- ii. _____
- iii. _____

2. Who does the recruitment of employees for your organization?

- ☐ Recruitment agencies ☐ In-house recruitment team ☐ Both
- ☐ Not certain

3. What is the reason for the choice in question (1) above (*Tick as many as apply*)

- ☐ It has the most suitable process for recruitment
- ☐ It offers opportunities that are not available with other methods
- ☐ It is a cheaper alternative
- ☐ It contributes to the productivity of the organization
- ☐ It is a low risk alternative
- ☐ It satisfies the company's requirements for recruitment
- ☐ It is the most appropriate choice looking at the position/ state of the organization
- ☐ It is a less stressful/ challenging alternative

Additional reasons:

- i. _____
- ii. _____

iii. _____

4. Has your organization always used this method of recruitment?

☐ Yes (*please skip Q.6*) ☐ No (*please skip Q.5 and move to Q.6*)

5. If you answered yes to question 4, please indicate your reasons below (*Tick as many as apply*)

- ☐ The requirements of the company are being met using this method
☐ The company does not want to go public with advertising requirements
☐ The company has never considered using another method

Additional reasons:

i. _____

ii. _____

iii. _____

6. If you answered No to Question 4, what were the reasons for the change (*Tick as many as apply*)

- ☐ The quality of individuals received did not fit the organization
☐ The process involved was cumbersome
☐ The method of recruitment did not meet the requirements of the organization

Additional reasons:

i. _____

ii. _____

iii. _____

7. Does the company intend to change its method of recruitment

☐ Yes (*please skip Q.9*) ☐ No (*please skip Q.8 and move to Q.9*) ☐ No idea

8. If you answered yes to question 7, please indicate your reasons below (*Tick as many as apply*)

- ☐ It is a cheaper alternative
☐ It produces better quality of employee

Additional reasons:

i. _____

ii. _____

iii. _____

9. If you answered No to Question 7, what were the reasons for the change
 (Tick as many as apply)

- ☐ The process is not reliable
☐ The source being used produces the desired outcome

Additional reasons:

i. _____

ii. _____

iii. _____

10. If you use the services of recruitment agencies, what do you expect from them?

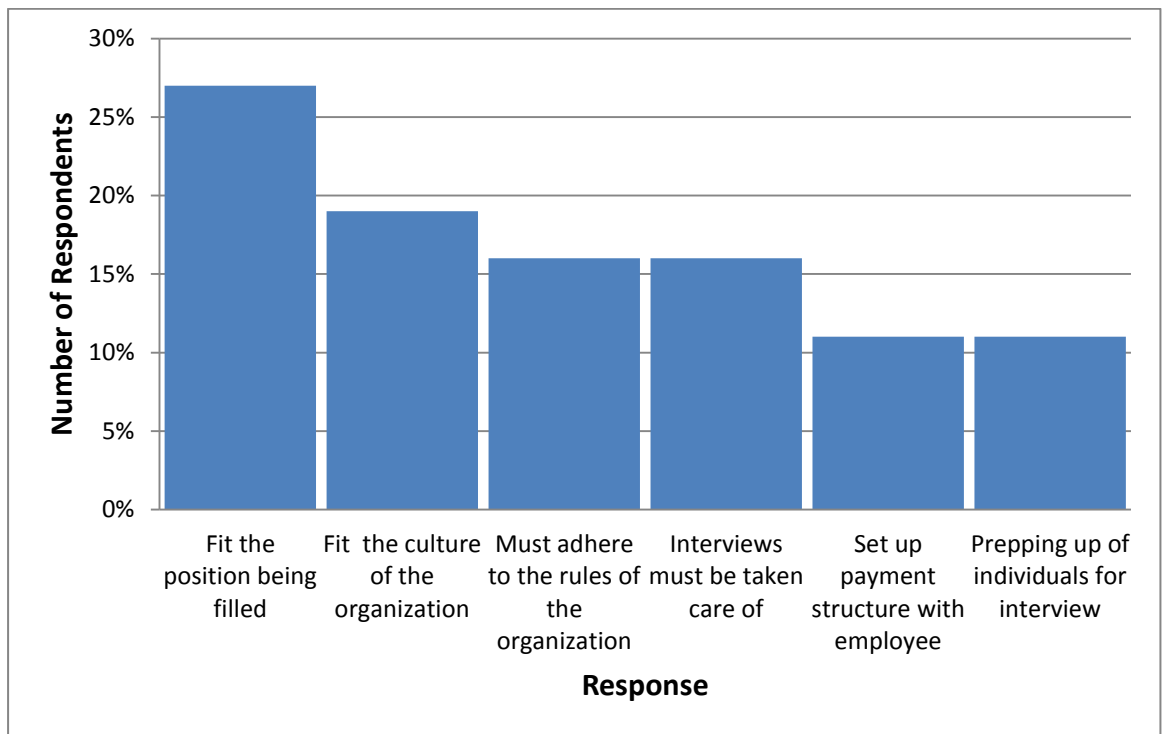
(In the table below are some expectations, tick those that apply and show to what extent the recruitment agency you use is able to satisfy your requirements. If there are any additional reasons, please indicate them in the extra spaces provided and again show to what extent these are able to satisfy your requirements.)

Requirements		Yes	No	If yes, to what extent.....				
				1	2	3	4	5
1	Payroll services							
2	Interview processes							
3	Training services							
4	Organizational development							
5	HR Technical assistance							
6	Professional development							
7	Management training services							
8	Business advisory services							
9	Briefing applicants on job description							
Additional								
1								
2								
3								
4								

General Comments:

Thank you.

Appendix 2: In- House Method: Recruitment Requirement for In-house



Appendix 3: Both Methods: Recruitment Requirement

