

Effectiveness of Recruitment and Selection Practices in Public Sector Higher Education Institutions: Evidence from Ghana

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Abstract

The purpose of this paper is to assess the recruitment and selection practices of public sector higher education institutions in Ghana. The research employed quantitative research approach with a descriptive survey design. Questionnaire was used to collect data from 128 respondents. Stratified and simple random sampling techniques were used to select the sample from the targeted population. Data processing was done using SPSS version 22. Results of the analyses showed, *inter alia*, the following; (a) Public sector higher education institutions in Ghana predominantly relies on recommendation as its main mode of employment; (b) Identification of available vacancies and delay in feedback after interviews were the two main challenges with the public sector higher education institutions in Ghana recruitment and selection practices. It is recommended that employee referrals (recommendation) though a good idea should be reduced, public sector higher education institutions in Ghana should make use of adverts (either print or electronic or both) in publicising its vacant positions.

Keywords: Recruitment, Selection, Public Sector, Higher Education

INTRODUCTION

Higher education is a very significant factor in the development of every nation. Personnel working in these institutions both in administrative and academic capacities are the receptacles from whom students get empowered and nurtured with skills and expertise to contribute to national

development. There is therefore the need to ensure that right people are hired. Berry, Petrin, Gravelle and Farmer (2011) observed that there is a conscious effort by educational agencies and institutions to recruit qualified and professional teachers since they have a direct influence on the learning outcomes of the educational process. However, not all schools have qualified teachers (UNESCO, 2015). The fact that not all schools have qualified and professional teachers stem from the fact that there could be loopholes in the recruitment and selection practices of the Educational System. In view of this background, it can be said that there is the need to evaluate the process of recruiting and selection practices of tertiary institutions. Djabatay (2012) argues that the recruitment and selection procedure is a vital function of the Human Resource Division of every organization. It is a very crucial function as it affects the success of the organization. This is because it is the medium by which the organization will achieve its mandate through continues supply of qualified human resources. One of the most significant developments in the field of organization in recent times is the increasing attention given to human resources. Increasing attention is being paid to the motivational aspects of human personality, particularly the need for self-esteem, group belonging, and self-actualization. This new awakening of humanism and humanization all over the world has enlarged the scope of applying principles of human resource management in organizations. The development of people, their competencies, and the process development of the total organization are the main concerns of human resource management (Mullins, 1999).

Recruitment and selection is one of the basic functions of Human Resource Management. There is a clear distinction between recruitment and selection. Walker, Feild, Giles, Armenakis, and Bernerth (2009) explained that recruitment is the process of attracting a large pool of qualified people for employment. This involves planning for human resource to job design, job description, job analysis, creating awareness among others. Selection on the other hand is the process through which organizations make decisions about who will or will not be allowed to join the organization. The selection process varies from organization to organization, job to job, and country to country. Some of the processes include screening applications and resumes, testing and reviewing work samples, interviewing, checking references and background. Organizations use these processes to increase the likelihood of hiring individuals who possess the right skills and abilities to be successful at their jobs. Selection is also the process whereby Human Resource management uses techniques to choose qualified and capable employees from a large pool of applicants (Bratton & Gold, 2007). Storey (2007) asserts that it is the nature and calibre of the human resource of an organization that indicates whether an organization will have a competitive edge over its competitors or not. Thus for this reason, Human Resource Management must ensure that at each stage of

the recruitment and selection process the planned strategies for the recruitment and selection are followed.

Barbar (1998) indicates that there are two important phases of the recruitment processes that are very essential for good recruitment and selection processes. First, to attract large numbers of applicants and the second is the ability of Human Resource Divisions to make the best selections out of the total applicants (Barbar, 1998). According to Barber, Wesson, Roberson and Taylor (1999) recruitment process is effective if it brings enough pool of applications and the selection process is handled with ease. The effectiveness of the selection process is directly influenced by whatever happens during the recruitment process.

Dessler (2002) contends that there has been a significant amount of research examining what skills and qualities employers' value most in job applicants. Qualifications, work experience and communication or interpersonal skills are the most frequently identified qualities. Work experience and qualifications are measures of competence in relation to an applicant's technical skills, whereas the concept of communication skills appears to be a generic term incorporating many different specific skills. Indeed, communication in the workplace encompasses team skills; leadership skills; an ability to negotiate with or persuade others; problem solving skills; organizational skills; crisis management skills; and presentation skills. Other communication competencies include cultural adaptation, social competence and language proficiency.

To manage a diverse workforce effectively, an organization must hire the most capable candidate for a job, while being mindful of the necessity to build a workforce that is representative of the greater business community. This may be achieved through using more appropriate and inclusive recruitment and selection strategies. Cole (2002) stated that the principal purpose of recruitment activities is to attract sufficient and suitable potential employees to apply for vacancies in an organisation. The principal purpose of selection activities, by comparison, is to identify the most suitable applicants and persuade them to accept a position in the organisation. The importance of having efficient and effective procedures for recruitment and selection can hardly be exaggerated. Cole (2002) is of the view that when organizations are able to find and employ qualified employees who are consequently able to fit in their roles and are competent, the organization will be able to take advantage of opportunities and take care of threats and competition from its operating environments that other organizations who are constantly battling with building and maintaining their workforce.

Public Sector organisations such as public universities need to ensure effective recruitment and selection practices in order to deliver their mandates of teaching, research and other consular services. This is because when the

selection process goes wrong it has both cost and time implications for the organization. That is the organization will have to incur extra cost to remedy the process. Careful selection is also important because of the legal implications of incompetent hiring resulting in unfair discrimination against protected groups. Furthermore, the courts are increasingly finding employers liable for negligent hiring. Negligent hiring occurs when employees with criminal records or other problems find their way into organisations as employees. That is why it is therefore important to ensure the effectiveness of the recruitment and selection process (Turner, 2010). In public sector, when employee is recruited he or she remains to serve in the sector till the person is about 60 years, on conditions that he or she was of good behaviour and good conduct. This implies that the recruitment and selection process should be effective enough to ensure that the right pool of personnel is attracted.

Although many studies posit that every organization's survival depends on how effective its recruitment and selection practices are (Ofori & Aryeetey (2011). anecdotal evidence shows that most of the public institutions in Ghana fall short when it comes to effective recruitment and selection practices. For instance, two days' phone calls notice on the part of Human Resource Division to invite applicant for interview is indeed a challenge. However, most studies on recruitment and selection practice in Ghana (Asafo-Adjei, 2014; Djabatay, 2012; Adu-Darkoh, 2014) has tended to focus on recruitment and selection practices of organization in the corporate world. There is little literature of the recruitment and selection practices on educational institutions such as universities in Ghana. It is therefore laudable to investigate the recruitment and selection practices of public sector higher education institutions in Ghana. Specifically, this paper will;

1. Examine the recruitment and selection practices of public sector higher education institutions in Ghana;
2. Assess the challenges associated with the recruitment and selection practices of public sector higher education institutions in Ghana.

LITERATURE

Recruitment

Recruitment is the process whereby an organisation generates a pool of qualified, skilled and knowledgeable persons applying to an organization for employment (Gold, 2007). In view of the above the aim of the organisation is to find suitable candidates who satisfy the requirements for employment. In the view of Adu-Darko (2014) it is the process of obtaining applicants with the required experience, knowledge, skills, qualifications and attitude for a job vacancy. Armstrong (2006) posits that recruitment is aimed at obtaining the right calibre and number of suitable persons to fill vacant positions in an organization. Castello (2006) posits that recruitment is described as a process

where management uses methods and processes to legally obtain qualified persons to fill vacant positions. Dessler (2002), points out that recruitment and selection is a process of attracting people for a job opening. Jovanovic (2004) said recruitment is a process of attracting a pool of high quality applicants so as to select the best among them. To Yaseen (2015), recruitment is basically attracting and finding competent pool of candidates according to the requirements of the job or key position

These definitions suggest that recruitment is the process of finding the most appropriate persons to fill vacant positions/job in an organization. These persons must necessarily satisfy organizational recruitment requirements such as experience, knowledge, skill, qualification(s) and attitudes for the job.

One of the most important functions of the Human Resource Department of every organization is attracting potential employee(s) who have the requisite qualification, skills, knowledge, experience and attitude to take up the job offer to fill a vacancy (Muscalu, 2015). In attracting applicants for a job, management should Identifying sources of recruitment. The sources of recruitment an organization could consider are; internal sources and external sources. However, according to Muscalu (2015) it is appropriate to use both sources so as to increase the company's chances of attracting the most qualified person for the job.

Sources of recruitment

A source of recruitment can be described as avenue through which a prospective employer can organize a pool of prospective job applicants or job seekers. Basically, there are two avenues preferably described as sources of recruitment. The two are externals and internal sources.

Internal sources of recruitment

Internal sources of recruitment; that is recruiting from within the organization. In this case it comes in the form of promotions which comes in the form of higher remuneration, more responsibility, better working conditions, advancement in hierarchy in the organization. For effective recruitment using the internal source, management should appraise and evaluate employees for a considerable period of time to identify their potentials and determine if they are fit for the job. Candidates in this category should also undergo all the necessary processes for recruitment. The internal sources of recruitment are:

1. **Promotions;** promotions means being given a higher position in the same organization. This comes with more responsibility, better conditions of service, a rise in the hierarchical ladder in the organization, better salary. In this case a qualified candidate who is

already working in the organization is offered the contract to fill a vacant position.

2. **Transfers;** this is another source of recruitment. An employee is transferred to another place of work within the same organization. In this case there is no rise in position or increase in the responsibility. The salary does not change but the employee is transferred to another place to fill a vacant position.
3. **Internal advertisement;** in this case the company announce a vacancy within the company. Employees are encouraged to apply and the vacancy is filled from within.
4. **Recall;** in this case the company recalls former workers to fill vacancies. For example a retired worker is called to fill vacancies for a short period of time. This is normally done when the company is not able to get qualified persons suitable for the vacant position (Akrani, 2011).
5. **Hiring employees the second time;** until recently it was considered unusual to rehire former employees – particular those who had left voluntarily ‘for greener pastures’. Voluntarily leaving was often seen as a form of betrayal; and problems ranging from disloyalty to bad morale were often expected of those who had been involuntarily allowed to go. (Sefenu & Nyan, 2017). Hiring former employees has it merits and demerits. On the plus side the company’s former employees are known and are already familiar with the company’s culture, style, and ways of doing things. On the other hand, employees who were allowed to go may return with less than positive attitudes. Hiring former employees who left for greener pastures back into better positions may signal the current employees that the best way to get ahead is to leave the firm.

Recruiting internally is very good for the growth of the organization as it reduces costs as compared to recruiting externally, and induction is not needed as the employees already know about the company. This form of recruitment also serves as a motivational tool for employees to work hard to aspire for higher positions which develops loyalty and sense of responsibility among employees hence boosting their morale. It reduces employee turnover among others (Akrani, 2011).

External sources of recruitment

External source of recruitment means recruiting from outside the company. It includes the following

1. **Human resource recruitment consultants;** the company engages the services of a private company or consultant to recruit high management personnel. In this case they act a representative of the

company. The consultancy charges the company for a service fee or a commission for the services rendered. The company provides the consultancy with their requirements in terms of qualification, skill, knowledge, experience and attitudes for the vacant position. This method saves time and reduces the workload of management, so that they can concentrate of other equally important aspects of managing the company.

2. **Executive recruiters;** they are also called headhunters, and are special employment agencies retained by employers to seek out top-management talent for their organizations. Headhunters can be quiet useful because they have many contacts and are especially adept at contacting qualified candidates who are employed and not actively looking to change jobs. They can also keep the firm's name confidential until late into the search process (Sefenu & Nyan, 2017).
3. **Public advertisement;** the human resource department of the company announces the vacancy in the public domain. The advert is done in the newspapers, radio, television and currently internet. The advert covers areas such as the company, the position to be filled, the requirement for the position, the closing date for application, the location of the company and also the postal address of the company. This form of recruitment has a larger coverage as compared to the other forms of recruitment just that it is also more costly.
4. **Graduate recruitment;** the company interviews potential employees at the campuses of universities and other equivalent colleges and institutions who are in their final year or final semester. Suitable candidates are recruited based on their performance at the interview and their academic records. This method is also quite costly and the candidates in this case lack experience. So therefore the company will have to incur more costs in their training.
5. **Recommendation;** as the term implies, this source of recruitment is through the recommendations of management, former management or persons of high repute in the society. This form of recruitment is not void of issues of favouritism, partiality or bias in recruitment.

The external source of recruitment provides the company with a wider coverage as compared to the internal sources of recruitment. There are less chances of favouritism, partiality or bias in selecting candidates for the vacant position.

Selection

Selection is the second stage of the employment process. Selection is therefore the process of identifying the most appropriate and suitable person for a particular job. Through selection, the performance for the job is predicted

and applicants must fulfil this performance requirement before they would be selected (Yaseen, 2015). According to Casteller (1992) the purpose of selection is to identify applicants to fill vacant vacancies in an organisation. Here applicants are supposed to meet specific requirements related to competencies of the job. Swanepoel, Erasmus, Van Wyl and Schenk (2003), defined selection as “the process of trying to determine which individuals will best match particular jobs, taking into account individual differences such as potentials an applicant could bring on board”. Robert (2005) also defined selection as evaluation of candidates, using prescribed methods and strategies to ascertain how best to choose highly qualified personnel”. Robert adds that selection is a task of prediction. It involves screening and sorting and other procedures with the purpose of separating candidates with most qualification, skills, knowledge, and potentials with candidates with less qualification, skills and potentials.

Casteller outlined the following as some of the aims for selection and the factors to consider when selecting:

1. Gather relevant information of applicants.
2. Analyse, organize, and evaluate information of applicants to make a choice;
3. Assess each applicant to determine their suitability
4. Provide information of the company to applicants for them to make a decision to work in the company.

Challenges of Recruitment and Selection Process

According to Kaplan and Norton (2004), and Zinyemba (2013), there are many challenges that the resource division of an organisation may encounter in its recruitment and selection process.

1. Poor Human Resource Planning: Kaplan and Norton (2004) are of the opinion that a good human resource planning translates the major organizational goals into specific human resource objectives, policies and practice. However, poor planning for human resource affects the effectiveness of the recruitment and selection process. That is, the organisation will not be informed of its accurate human resource needs, which cause the recruitment and selection may process to recruit persons who do not fit for the job.
2. Cost of the Recruitment Process, to Zinyemba (2013), in order to have a large number of applicants an organisation will have to incur costs in advertising. Advertising is a major method used to attract a greater pool of applicants. Comparatively advertising is quite costly as compared to other methods used to attract applicants to apply for vacancies in an organisation. The medium used in advertising are, newspapers, television, radio, internet among others. Irrespective of

the method used in attracting applicants, the organisation incurs high cost especially when recruiting employees through the external source. More so, among the various medium of advertisement, it is also quite difficult to identify which method will attract more applicants for the job. The recruitment on objective may not be achieved if the advertisement does not reach the intended targeted group of persons. For instance, advertising in a particular newspaper may not achieve its purpose if there is limited readership of that particular newspaper.

3. Impersonation: To Zinyemba (2013), there are also cases of misrepresentation where applicants use certificates that belong to others such as family and friends. This is normally the case when two people have the same name or the same surname. When an organisation encounters such a situation, the contract between such an employee would have to be abrogated and the job offered to another.
4. Nepotism and Favouritism: Management sometimes use their power by virtue of their position to influence the recruitment and selection by recruiting family members, friends and close allies instead of recruiting the most qualified candidate. This does not allow the recruitment and selection process achieve its purpose of recruiting persons by merit and the most qualified persons for the job (Morrel, 2002; Armstrong, 2009).
5. The Size of the Organisation: the size of the organisation may also affect the recruitment and selection process from achieving its objective of employing only qualified persons who are fit for the job vacancy. A small firm may be financially constrained in to advertise its vacancies say on the television, which may not allow the organisation to attract a large pool of applicants. The organisation may resort to recruiting internally, resulting in employing in employing persons who may not be highly skilled for the job (Morrel, 2002). More also qualified job seekers tend to prefer to work in large organisations than small organisations. This is because large companies are able to pay their employees much higher than smaller ones (Zinyemba (2013).
6. The location of the organisation: The location of a recruiting organisation has a great effect on the recruitment and selection process. That is when an organisation is located far from the city, say in a rural area, and far from city centres or regional towns, the pool of applicants is affected, because applicants may not want to relocate to such towns (Kaplan and Norton, 2004).
7. According to Morrel (2002), there are so many challenges which affect the effectiveness of the recruitment and selection process. Unreliable selection test scores, in competencies on the part of applicants, delays in giving feedback to applicants, among others.

STUDY METHODS

The respondents for the research constituted staff of two public universities in Ghana (Teaching Staff and Non-Teaching Staff) and Heads of the Human Resource division of the Universities. Considering the characteristics of the population stratified sampling technique was used to categorise staff into teaching and non-teaching staff as the recruitment and selection procedures for these categories of employees are different. A simple random sampling method was used to sample from each stratum to have a representative sample of the total population. A total of 170 questionnaires were distributed. At the end of the data collection period, a total of 128 questionnaires were obtained, giving a response rate of 75.29%. Data was processed using software SPSS version 22.

Sample profile

A total of 128 respondents comprising 81 males (63.3%) and 47 females (36.7%) participated in this study. In terms of age, majority of the respondents are from 20 to 29 years old (58.6%). A total of 40 respondents (31.3%) and 9 respondents (7.0%) were in the age group of 30 to 39 years and 40 to 49 years old respectively. Only 4 respondents (3.1%) were in the age group of 50 to 59 years. In terms of Current Rank, 53 of the respondents (41.4%) were junior staff, 51 (39.8%) were senior staff, and 24 (18.8%) were senior members. Seventy-two (72) of these respondents (56.3%) have worked in the University for 5 years or more years while only 56 of them (43.8%) had worked for less than five years. Most of the respondents, 69 (53.9%) have obtained their first degree. This was followed by those holding master's degree with total of 20 (15.6%) respondents. Eighteen of the participants (14.1%) were having below diploma and 16(12.5%) had diploma. Only five of the respondents (3.9%) were PhD holders. Seventy-five of the respondents (53.9%) were working on permanent basis, while 37(28.9%) were working on casual basis. About 12 percent of the respondents were working on part-time basis.

RESULTS AND DISCUSSIONS

Research Objective One: Recruitment and Selection Practices of Public Sector Higher Education Institutions in Ghana

To examine the recruitment and selection practices, several issues were considered. The responses given by the respondents to the issues are shown in Table 1.

Table 1- *Responds on Recruitment and Selection Practices*

Statement	Frequency	Percentage
<i>Through which mode were you employed</i>		
1. Consultants(Executive Recruiters)	15	11.7
2. Advertisement	27	21.1
3. Recommendation (Friends/Family/employee referral)	48	37.5
4. Internet	9	7.0
5. Campus recruitment	17	13.3
6. Unsolicited application	10	7.8
7. Public employment agencies	2	1.6
<i>Which of these do you think are the most appropriate criteria for selecting potential employees</i>		
1. Academic Qualification	79	61.7
2. Work experience	33	25.8
3. Interview scores	15	11.7
4. Test scores (Formal examination)	1	0.8

With respect to how respondents got to know of a vacancy in public sector higher education institutions in Ghana, from Table 2, majority of the respondents (37.5%) pointed out that they got to know of the vacancy through recommendation (family/friends). Few of them (21.1%) revealed that they got to know of the vacancy through advertisement while 13.3% was through campus recruitment. Finally, 61.7% of the respondents agreed that the most appropriate criteria for selecting potential employees of public sector higher education institutions in Ghana are academic qualification.

Research Objective Two: Challenges Associated With the Recruitment and Selection Practices of Public Sector Higher Education Institutions in Ghana.

To assess the challenges associated with the recruitment and selection practices, several issues were considered. The responses given by the respondents to the issues are shown in Table 2.

Table 2- *Challenges Associated with Recruitment and Selection Practices*

Statement	Frequency	Percentage
Delay in feedback after interview	32	25
Identification of available vacancies	35	27.3
Nepotism and favouritism	21	16.4
Cost of recruitment process	17	13.3
Impersonation	3	2.4
Poor human resources planning	20	15.6
Total	128	100.0

From Table 2, majority of the respondents (27.3%) agreed that the peculiar challenge associated with recruitment and selection practices of public sector higher education institutions in Ghana is identification of

available vacancies. Delay in feedback after interview was also cited by 25% of the respondents as a challenge with the recruitment and selection practices of the University. Again, 16.4% of the respondents indicated nepotism and favouritism as another source of challenge while 15.6% believed that poor human resources planning is the major challenge with the recruitment and selection practices of public sector higher education institutions in Ghana. Furthermore, 13.3% indicated that cost of recruitment and selection practices of public sector higher education institutions in Ghana. From the above, it is clear that the key challenges associated with recruitment selection practices of public sector higher education institutions in Ghana are identification of available vacancies and delay in feedback after interviews.

Discussion of the Research Findings

The first research objective sought to examine the recruitment and selection practices of public sector higher education institutions in Ghana. Findings from the study showed that public sector higher education institutions in Ghana predominantly rely on recommendation (friends/family) in publicising vacancy in the University. This is a bit surprising judging from the fact that the Universities are public institutions and for that matter, available vacancies are expected to be advertised either through print or electronic media. This mode of recruitment can lead to issues of favouritism, partiality or bias in recruitment. Despite the weak advantage it has on the part of the employer, it is mostly used in employee sourcing where existing employees inform their friends and relations of existing job vacancies or where recommendations of management, former management or persons of high repute in the society is relied on. Compton, Morrissey, Nankervis, and Morrissey (2009) claimed that this mode could be a low-cost.

These findings are not consistent with previous literatures like Adu-Darko (2014), and Afriyie, Blankson and Osumanu (2013) who all found advertisement as main mode of recruitment. Sule (2012) also revealed that advertisement in the newspapers, radio and television; walk-in applicants; specialised recruitment firms; and educational institutions (campus recruitment) are the common and most effective methods of recruiting. However, the findings are consistent with Djabatay (2012) who found employee referrals (recommendation) as a major means of recruitment and selection.

Again, from Table 1, it could be said that the Universities use both internal (recommendation) and external (consultants, advertisement, campus recruitment, internet, unsolicited application) sources of recruitment. However, it is clearly seen that external sources of recruitment overrides the internal source. Using both internal and external sources helps attract available best talents as it provides a wider coverage as compared to internal or external

sources only. Furthermore, the Universities mostly rely on academic qualification criteria for selecting potential employees. Using academic qualification as criteria for selecting could also minimise the chances of favouritism, partiality or bias in selecting candidates for the vacant position. These findings are supported by the findings of previous studies. For instance, using one hundred (100) respondents from staff of HFC Bank in the Greater Accra region, Djabatey (2012) found that academic qualifications are the prime selection tools for new employees.

In terms of challenges associated with the recruitment and selection practices of public sector higher education institutions in Ghana, this study discovered identification of available vacancies and delay in feedback after interview as the two main challenges. Gathering from the finding from Objective One (that the Universities main mode of recruitment is through recommendations), it could be said that identification of available vacancies is a challenge at public sector higher education institutions in Ghana because the University largely depends on recommendation (family/friend/ employee referrals) in publicising its available vacancies. This, therefore, makes it difficult for those who do not have any friend or family member in the University to hear of or identify the available vacancies. Again, delay in feedback after interview can also come from the fact that the University rely on recommendation which could, therefore, delay the outcomes of interviews organised for potential employees. This finding is consistent with previous study by Adu-Darko (2014) who found identification of available vacancies as one of the major challenges of with recruitment and selection practices.

CONCLUSION AND RECOMMENDATION

Firstly, based on the objective one, it is concluded that public sector higher education institutions in Ghana recruitment practices are not effective. This is because relying on recommendation to publicise vacant positions or making use of recommendation as the predominant mode of selection could lead to issues of favouritism, partiality or bias in recruitment. Again, with this mode, the public sector higher education institutions in Ghana might not be able to attract the best talents as many people may not be privy to the information of any vacant position at the university.

Secondly, pertaining to the finding that identification of available vacancies and delay in feedback after interviews were challenges with the public sector higher education institutions in Ghana recruitment and selection practices, it is concluded that the universities' recruitment and selection practices has a major challenge which demands urgent attention from the human resources department of the universities. All things considered, this study has contributed a lot in understanding the research problem identified and has offered new insights for practitioners (i.e. human resource

practitioners, top management teams, and employees) by suggesting that they may improve employee job satisfaction by paying more attention to the recruitment and selection practices of their organisation.

Recruitment and selection is of great importance to every organization and it remains an integral part of human resource planning and development. However, its application and operation, and challenges make its practice quite difficult. These recommendations are, therefore, made to help make these practices more effective;

1. With respect to the first finding, it is recommended that, public sector higher education institutions in Ghana should minimize the use of friends and family in publicizing its vacant position. It should also make use of campus/graduate recruitment and unsolicited application together with the recommendation as its main mode of employing its employees. Employee referrals (recommendation) though a good idea should be reduced to cater for a certain number of people rather than a whole scale opportunity. That gives room to favouritism and at times employment of individuals who might not contribute meaningfully to organizational output.
2. In order to deal with the problem of identification of available vacancies in the universities, public sector higher education institutions in Ghana should make use of adverts (either print or electronic or both) in publicising its vacant positions. This could help attract best talents from both far and near. To deal with the delay in feedback after interviews, the human resources department of public sector higher education institutions in Ghana must always do prior planning. The department should iron out the details of the offer, prior to conducting interviews. With such plan, the universities can minimize delays due to organizational feedback and political sorting. Whatever the explanation, candidates will develop anxiety and weird interpretations of the process if the lapse between interview and acceptance is too long. However, if you extend an offer to the winning candidate in a timely manner, you are likely to get a positive response.

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