

Towards Ensuring Proper Management of Recruitment, Selection and Induction Processes Within Business Organizations

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Abstract: - *This study looked into the recruitment, selection and induction process within business organizations. Recruitment and selection processes are considered useful in every organization, because they help in finding the most suitable candidates for the jobs. In human resource management, recruitment and selection are important operations designed to make best use of employee strength so as to achieve the organizational goals. It as well examined issues bordering on employment practices and placement, importance of developing recruitment, selection and induction policies and procedures, principles of recruitment and selection, factors affecting recruitment and selection, legal aspects in recruitment and selection, the importance of induction program and risks arising from ineffective induction among others. The study concluded that the convenience store should follow due procedure when considering recruitment in the establishment to achieve the objectives of the organization and reduce staff turn-over and complaints to the barest minimum. Among the recommendations made are that the store should guide against job discrimination and give equal rights and recognitions to all workers not minding their colour, language, religion, tribe or sex.*

Keywords: - *Recruitment, Selection, Induction, Training, Organizations.*

Introduction

Appropriate recruitment, selection, and induction policies and procedures in place in any organization are important and necessary, because employing a new worker can be a costly exercise for the organization. The idea of recruitment and selection of new workers have some negative implications on the establishments in terms of finances, time and level of productivity. For any business organization to be successful, therefore, it is important that such organization has policies and procedure process for the recruitment, selection, and induction of employees. In line with the submission of Recruitment and Selection (2016), recruitment involves the process of identifying, screening, shortlisting and hiring of the potential human resources for the purpose of filling up the positions within the organizations. It is the central function of human resource management which connotes the process of selecting the right person, for the right position at the right time, giving consideration to the educational qualifications, experience, abilities

and skills of the individuals. It is the process of attracting, selecting and appointing potential candidates to meet the needs and requirements of the organizations and such takes place internally, i.e. within the organization such as the size of the organization, recruiting policy, image of organization and image of job and externally, i.e. from the usage of external sources, including demographic factors, labour market, unemployment rate, labour laws, legal considerations and competitors.

It is important to note that recruitment processes generates productivity and builds a good working environment and good relations between the employees. Recruitment is considered a positive process as it attracts as many candidates as possible for the vacant positions through the process of identifying and making potential candidates to apply for the jobs. Contrarily, selection is considered a negative process with the elimination of many candidates as possible bearing in mind that

there are numerous individuals, who apply for the jobs, but selection is made only of those individuals, who are qualified and proficient. Selection is, however adjudged important because hiring of good resources can help in increasing the overall performance of the organization. Therefore, both the processes of recruitment and selection are considered important for the effective functioning of the organizations and they take place simultaneously. They are imperative for growth and development of the organization. Selection involves the process of interviewing the candidates and evaluating their qualities, which are necessary for a specific job and then selection of the candidates is made for the right positions.

After recruitment and selection, induction and training are important in setting the new employees on the right paths within the organization. Induction is the process of receiving and welcoming of the new employees, after they have been selected and providing them the required training needed to settle down adequately. This will establish a positive

attitude of the organization within the mind-sets of the new employees, so that they are likely to enhance staff retention as well as to obtain effective output from new employees in short period of time. Training is referred to making use of methods and strategies to enhance the awareness, knowledge and information among the employees. Various training methods include role plays, vestibule training, field visits, and lectures. It is essential the employees receive on the job and off the job training to generate information regarding history, personnel, goals and performance of job duties so as to balance the needs and requirements of the organizations and human resources.

The central idea of this study, therefore, is a thorough examination of recruitment, selection and induction policies and procedures within business organization with a view to achieving the organizational goals.

Statement of Issues

That every organization with a reasonable number of staff has pockets of troubles with staff turn-over

and complaints galore might be suggestive of inappropriateness in the recruitment, selection and induction process of the establishment. This study, therefore, intends to come up with the required stipulations and recommendations appropriate for recruitment, selection and induction process with a view to correcting errors and mistakes previously made by new staff and further guides the organization against future occurrence. The focus of this study shall, therefore, be on employment practices and placement, importance of developing recruitment, selection and induction policies and procedures within an organization procedures and processes for recruitment and selection, legal aspects in recruitment and selection, risks Involved for ineffective recruitment and selection system, the process, importance and procedures of induction as well as risks arising from ineffective induction.

Purpose of the Study

The purpose of this study is to assess the process of recruitment through appropriate selection, training and posting of the right type of employees within the organization with a view to promoting excellence in terms of customers' relation and tasks accomplishments. It will also examine the process of maintaining organizational environment where employers, employees and customers relate together effectively and efficiently through appropriate induction process to achieve desired aims of the organization.

This study is expected to come up with a submission on the need for appropriate steps to be taken on the recruitment, selection and induction so as to record success within the organization. It will also help the organization to guide against job discrimination and give equal rights and recognitions to all workers not minding their colour, language, religion, tribe or sex.

Review of Related Literature

Employment Practices and Placement and Importance of Developing Recruitment, Selection and Induction Policies and Procedures within an Organization

Employment practices and placement in any organization is a human resource policy that

support and enable Human Resource strategies and processes for managing people performance. To recruit and retain the right employees, it is essential to use effective employment practices and this involves all the actions or processes of advertising for positions/vacancies in both internal and external publications. After recruitment, what follows is placement at work. Here, the organization is expected to guide against job discrimination and give equal rights and recognitions to all workers not minding their colour, language, religion, tribe or sex. For an organization to get the best out of her staff, such organization must embrace the principle of equality at work and equal opportunities for all. When workers feel they are not been discriminated against in terms of fair treatment arising from liberal dispositions to race, sex, religion and language, they tend to put in their best for the progress of the organization with strong sense of belonging and commitment. Klug, (2017) submitted that when recruitment and selection of the employees take place, it is vital to take into consideration, equal employment opportunities for the individuals. Equal opportunity results when all the applicants are treated on an equal basis and consistently at every stage of recruitment. There should not be any discrimination against anybody on the basis of factors, such as, caste, creed, race, religion, ethnicity, gender and socio-economic background. Fairness and justness is of principal significance in the recruitment and the selection processes.

Effective and efficient recruitment and selection processes ensure that the right people, with the appropriate required skills and experience and who will be in tandem with organizational goals are employed. For any business organization to be successful, therefore, it is important that such organization has policies and procedure process for the recruitment, selection, and induction of employees. This in essence will make a business organization's recruitment process easier, because in an organization with ineffective or no policies of recruitment, the process can be a difficult task. Every business owner will want a reliable team for improved service delivery. Though, to find a hardworking and loyal staff might appear a bit

difficult, but it is worthwhile to develop a recruiting process capable of finding talented employees as such saves the organization time and money that could have been spent on the recruitment and training of new people.

By developing recruitment, selection and induction policies and procedures, the organization is saved from unnecessary litigations as employers can be sued by prospective employees not considered for employment. Employers are expected to engage the principle of equal employment opportunity devoid of discriminations of any form.

Other importance of developing the policies and procedures within the organization is that it ensures that appropriate and right qualities of people are recruited for the job coupled with the fact that the rate of employees' turnover is reduced with the right policies and procedures process in choosing the right candidate who meets the organizational requirements.

Succinctly put, the process of developing recruitment, selection and induction policies and procedures has a key role to play in the success of the organization. Finding and retaining good quality employees should be the priority of any employer. If the organization does not need to frequently replace employees, it will save such organization time and money on recruiting and training of new candidates.

While looking at the importance of recruitment process, Sherzay (2015) submitted that successful recruitment is a direct reflection of the validity and professionalism of an organization and that employing the right people for the organization is the most important part of the organization. Therefore, it is essential to have a good recruitment process to attract the right kind of employees for the needs of the organization. The recruitment process should be cost effective as well as time effective. Recruiting and training can be expensive and time consuming so when the organization is recruiting, the right choices should be made.

Procedures and Processes for Recruitment and Selection

Gusdorf (2008) opined that it is important that the job announcements should be made available to all the employees because satisfactory job postings can ensure that minority workers and other individuals belonging to disadvantaged groups and economically weaker sections of the society are aware of the opportunities within the organization. The weakness to the job positing is employee pessimism that occurs when jobs are posted as open, but in reality, the organization has already selected a strong internal candidate. Such practices generate antipathy and disbelief among employees, when they believe the job posting is just a formality with less real opportunity for advancement. Establishing a job description and advertising in places where you know you will be able to attract people with the right set of skills is the first step. It's important to identify what tasks you need the recruit to complete and whether or not you are capable of training them. For example, a plumber hiring a bookkeeper isn't going to want to train a bookkeeper on how to do his job.

Recruitment and Selection (2013) observed that the elements in the recruitment and selection processes have imperative contributions to make in a bid to help find most suitable candidates for the given posts. Some of these elements include:

- Job Vacancy – This involves a paid post indicating a job which has not been filled up and which applications are required from suitably qualified candidates. This will enable the individuals to determine the factors, such as, redesigning, or initiating part time employment opportunities for the individuals. In some cases, vacant positions may get filled with qualified candidates rapidly, whereas in others, it may be a time consuming process. One should implement measures to reduce the risks associated with recruitment. The existing employees should see that there is a potential career path within the organization, which may motivate them to stay longer.
- Job Analysis – In job analysis it is important to consider expectation of the employers from their employees within the organization. It is worthy of note that the employers have certain

expectations from their employees regarding performance of job duties, and they expect them to inculcate the traits of regularity, diligence, resourcefulness, conscientiousness and creativity. The other areas that need to be taken into consideration are the characteristics of the job which include training, work experience, skills and knowledge, physical attributes, personality traits, communication skills and personal circumstances. Development and utilization of well-structured questions based on the profile of the employees will help in getting the better insight of the true personality of the candidate.

- Attracting Candidates – Two important sources are important to taken into consideration in attracting candidates for the jobs and these are internal and external recruitment. Internal recruitment is capable of reducing recruitment costs; internal employees are already familiar with all the aspects of the organization as well as its goals, objectives. All these can as motivating factors for others in the business by displaying that it is possible to acquire promotional opportunities within the organization. External recruitment sources include, websites, advertisements in newspapers, journals, magazines, recruitment agencies, consultants, employment fairs, and seminars.
- Screening Candidates – Expectedly, the moment an advertisement goes out, large numbers of applications are received for the positions, and all the applicants are not called for the interviews, hence, it is vital for the employers to screen the candidates to select the most suitable ones for the interviews. The essence of any screening process is to narrow down the field so as to spend more time with the candidates for formal interviews. Factors considered during screening include educational qualifications, experience, skills among others. It is when this process has been effectively implemented that the screening process takes place after which follows is an interview.

- Interviewing Candidates – Before the interview, the employers or the interviewers need to review the resume and all the job applications before interviewing the candidates. It is essential that proper notice is given regarding the date and time of the interview and also ensure that the candidates are aware that they should reach the premises on time, ensuring that they are clear where to go and whom they should contact on arrival and ensuring that they are aware of the documents that need to be brought along in the interview. Proper time management is required for the interview processes so that they can be completed on time.
- Selecting and Appointing Candidates – after the interview, successful candidates are contacted through methods of selection which may include the selection of the candidate, verbal communication of his or her appointment, medical completed if appropriate, sending of appointment letters and signing the contract depending upon the urgency of getting the vacancy filled. Selecting and appointing candidates may take place immediately after the interviews when job vacancies are to be urgently filled. In some organizations, candidates are appointed on an immediate basis, after their selection and other formalities, such as giving appointment letters or signing the contract.
- Induction and Training – This is the process of receiving and welcoming employees, after being offered appointment with a view to providing them the required training needed to settle down adequately making use of methods and strategies to enhance the awareness, knowledge and information among the employees. Various training methods include, role plays, vestibule training, field visits, and lectures. The employees should receive on the job and off the job training to generate information regarding history, personnel, goals and performance of job duties. The main purpose of training is to balance the needs and requirements of the organizations and human resources.
- Employee Evaluation – Monitoring the performance of the employees is an essential aspect within the organization. It is necessary to evaluate the employees from time to time in order to monitor enhancement of productivity and their performance. This will enable the organization to determine whether the recruitment process is working efficiently or will require changes to ensure that the qualities of the employees get enhanced. This is important to improve employee productivity and to achieve the organizational goals and objectives.

It is essential to do a review of the recently classified position description to ascertain if it appropriately describes the vacant position being advertised. Where necessary, the position description should be updated with a view to using same for the preparation of interview questions that are in line with the skills and knowledge required for the position.

As soon as advertisement is out for a vacant position within an organization, what follows is to identify the person conducting the recruitment process, which could be either the organization or a recruitment agency/consultant. Whatever the situation is, the first thing is to identify the organizational needs from which a recruiting posts or advertisement could be generated to attract prospective appropriate candidates for the job. It is equally important to be specific about job duties as this will help candidates and employers to examine them-selves at the beginning of the recruiting process.

In essence, it is important to determine whether recruitment is necessary or make use of any available alternatives so as to cut cost. Such alternatives may include reallocating existing employees; redesigning the job; changing work hours or working arrangements; outsourcing the work; or using contractors or labour-hire workers. If after all these the organization still considers it necessary to recruit, it is essential to draw the attention of the organization lawyer to it so as to advise on the legal implications that may be involved.

Any organization with no policies and procedure on recruitment and selection process is bound to fail and risk litigations. So, it is important that recruitment and selection process complies with the employment law of the land.

Factors affecting Recruitment and Selection

Recruitment and Selection (2016) categorized factors affecting recruitment and selection into two; the internal and the external categories. The internal factors involve:

- Size of the Organization – For any business to grow and develop, recruitment planning is mandatory for hiring more resources, which will be crucial in the management of future operations.
- Recruitment Policy – This includes hiring from the internal or external sources of organization through the identification of the objectives of recruitment and provides a framework for the implementation of recruitment programs.
- Image of the Organizations - Maintaining good public relations, providing public services, and leading to goodwill of the organizations, definitely helps an organization in improving its reputation in the market, and thereby draw the best possible human resources because organizations having a good positive image in the market can easily attract competent and proficient resources.
- Image of Jobs - The image of jobs contribute a critical role in the recruitment and selection processes of an organization just like the image of the organization. Jobs having a positive image in terms of better remuneration, promotions, recognition, and amiable working environment with career development opportunities are considered as the characteristics to arouse interest and enthusiasm within qualified candidates.

According to Recruitment and Selection (2016), the external factors include the following:

- Demographic Factors – These are related to the characteristics of potential employees inclusive of their age, religion, educational

qualifications, gender, occupation, economic status and place of location.

- Labour market – Labour market exercises control on the demand and supply of labour. If the supply of people having specific skills and abilities is less than the demand, then the hiring will require more efforts. On the other hand, if the demand is less than the supply, then hiring will be relatively more manageable.
- Unemployment rate – If the unemployment rate is high in a specific area, hiring of human resources will be simple and manageable, as there will be an increase in the number of applicants. For various job positions in all types of organizations, large number of applications is received. In contrast, if the unemployment rate is low, then recruiting tends to be difficult due to lesser number of resources.
- Labour laws – Labour laws reflect the social and political environment of the market, which are created by the central and the state governments. These laws dictate the compensation, working environment, safety and health regulations, and the job duties of the workforce, for different types of employments. As the governments undergo transformations, there are transformations that come about in the labour laws.
- Legal considerations – Job reservations for different castes such as Scheduled Tribes, Scheduled Castes, and Other Backward Classes are the best examples of legal considerations. These considerations, passed by government, will have a positive or negative impact on the recruitment policies of the organizations.
- Competitors – When organizations in the same industry are competing for the best qualified resources, there is a need to analyse the competition and make provision of the resources packages that are finest in terms of the industry standards.
- Equal Opportunity – This stands for unbiased treatment at work where health workers are free from discrimination and they are not to be

treated based on their religion, sex or race. It is designed to protect workers from indiscriminate treatment and unlawful dismissal at work. It guarantees equal opportunity at work regardless of race, sex or religion. EEO is against job discrimination in some workplaces and gives equal rights and recognitions to all workers not minding their colour, language, religion, tribe or sex. It guarantees fair and equal treatment in employment, elevation at work and capacity building. EEO is essentially about ascertaining fairness, equality and consistency in employment opportunities. For an organization to get the best out of her staff, such organization must embrace the principle of equality at work and equal opportunities for all. When workers feel they are not been discriminated against in terms of fair treatment arising from liberal dispositions to race, sex, religion and language, they tend to put in their best for the upliftment of the organization with strong sense of belonging and commitment.

Legal Aspects in Recruitment and Selection

Rheeder (2018) is of the opinion that recruitment generally entails a process undertaken by a prospective employer, or a recruitment agent who acts on behalf of the prospective employer to attract or invite a candidate to apply for a position, to screen, select, test (e.g. competency based testing or psychometric testing) and to appoint a qualified and suitable person for a job.

There are stages involved in every recruitment process which, all things being equal should begin with the prospective employer identifying the organizational needs, which, obviously cannot be accommodated by the existing staff strength. What follows is a job analysis coming up with specifications for the job after which an advertisement is placed for the vacant positions.

After shortlisting, invitations will be sent out to shortlisted applicants after this, assessment of candidates is carried out through written tests, interview or any other methods considered appropriate by the organization in line with the organisational requirements or culture. This process

is concluded by the making of job offers and the finalisation of the appointment and induction of new employees.

It is noteworthy that organization should be conscious of the legislation against unfair discrimination in the working environment which is regulated by the Employment Equity Act, 55 of 1998 (EEA). Under this act, the employers must eliminate unfair discrimination in the workplace an in its policies and practices. This process is expected to start at the recruitment process stage. Unfair discrimination outside the employment relationship should be dealt with in terms of the Promotion of Equality and Prevention of Unfair Discrimination Act, 4 of 2000.

The employment laws and policies relating to engagement workers vary from state to state, and it is vital to ensure that the organisation comply with these laws and fulfill minimum obligations as an employer. When employing workers in Australia, the most important piece of legislation governing employment relationships in Australia is the Commonwealth Fair Work Act 2009 which came into operation on 1 July 2009. A failure to comply with the Fair Work Act could attract penalties of up to AUD 51,000 per breach. According to the issues in the Fair Work Act, issues relating to giving new employees the Fair Work Information Statement stated that:

An employer must give each employee the Fair Work Information Statement before or as soon as practicable after, the employee starts employment. Subsection (1) does not require the employer to give the employee the Statement more than once in any 12 months.

Going by the identified key issues in this case study, it is important for the HR Director to avoid employing new workers without ensuring that appropriate information and training is conducted for them to be productive in the organisation that their errors committed while on the job will be limited or eradicated as it has a great implication on the good reputation for high-quality service been achieved already. Further, in my findings, I discovered that when comparing the long-term workers with the part-term workers, evidence

showed that most of the complaints raised are emanated from the activities of new staff and young ones. Most of the work information which expected that would have been given and new and young staff expected to be aware of are not appropriately provided. For instance, in my unit, many new employees have been lost due to the fact that they were overwhelmed with the volume of work they had to do. While confronting them while at work and before their departure from work, some of them claimed that 'what they were told before employed are different from what they encounter at work'. The bone of contention here is that there is lack of proper information of the work and appropriate training and induction at the entry point which resulted in errors and mistakes previously made by new and young staff.

Risks Involved for Ineffective Recruitment and Selection System

Human factor in any organization is very crucial, hence, every organization depend on her employees for the success of the organization. The success of any organization, however, begins with recruiting the right people while being conscious of the fact that there are consequences when recruiting and selection systems are not properly carried out. Apart from monetary loss on the part of the organization, recruiting or selecting the wrong people affects the organization negatively.

There are many ways that bad recruitment and selection decisions can affect the organization. Brandenburg (2017) identified a number of ways, among which are:

Turnover Rate

When the wrong person for the position is recruited, the effect is that the organization will have to refill the position again. Time, money and energy are lost during this downtime, as well as additional recruiting and training costs. It affects the organization to have an open position in several ways, including loss of productivity, frustration of continuous retraining and inability to progress with company initiatives. Bad hires may also result in good employees leaving the company, creating an even greater turnover problem.

Hurting Morale of Others

A wrong hire due to an ineffective recruitment and selection process can hurt the morale and productivity of good employees. If the employee was in upper management, good employees may reconsider their tenure. If it was a lower-level employee, then fellow workers having to take up that person's slack may feel overworked and underappreciated. Also, bad hires often engender negative attitudes in the workplace (Brandenberg, 2017).

Loss of Confidence

According to Brandenburg (2017), good employees may lose confidence in their management team in the face of consistently poor hiring decisions. Managers may lose confidence in their own abilities if they cannot train or motivate the bad hire, or if they were involved in hiring. Managers and small business owners must also wrestle with terminating the employee and dealing with feelings of guilt and stress.

A look at Induction Programme

Wikipedia, the free encyclopaedia sees an induction programme as the process used within many organizations to welcome new employees and prepare them for their new role. It assists in fully integrating the new employee into the organization

From all indications, an induction programme is very important as it brings staff into an organisation with confidence as well as gives insight into the working environment and the set-up of the employee within the organisation. This is inclusive the employer and employee rights and the terms and conditions of employment. It is expected that a good induction program should include any legal and compliance requirements for working within the organization as well as pay attention to the health and safety of the new employee.

An induction programme not only socialises the new employees to the operational system within the organization, it also enables them to become a useful and integrated members of the organization. This in effect is capable of facilitating the job of the

employees and increases the organization's productivity.

The Process and Procedures of Induction

The essence of induction is to acquaint and provide new staff with operational system within the organization to as to get the best of the new employee with a view to increase the production level of the organization.

The purpose of induction is to provide a new employee with the information required to function effectively and efficiently in the organization. However, there are differences in induction policies and procedures available in every business organization based on the peculiarity of the affected organization. Induction policies expose the organizational stakeholders to the give organization's objective and its methods of accomplishments. Induction policy clearly defines important areas to be covered and steps to be followed in doing so.

- However, there are steps to be followed in coming up with induction policies, among which are:
- Appropriate information about the organization where the inductee is engaged;
- Occupational health and safety procedures within the organization,
- Organizational overview, mission statement and values,
- Facilities available within the organization,
- Business terms and conditions.

On the other hands, induction procedure involves steps by steps to be followed in accomplishing induction policies. There is no sacrosanct induction procedure because each organization develops its own procedures in line with the needs of the organization. However, organizational induction procedure might include a tour of the organization, a brief about the history of the organization among other things.

Induction procedures existing within an organization include;

- introduction to the physical structure of the organization,

- familiarization with business location and domestic, placement,
- work position and description,
- Access to information, etc.

The induction process should include additional information such as:

- how to perform common administrative tasks, such as changing telephone numbers, obtaining business cards, ordering stationary etc.;
- an introduction to key information systems used within the company; and
- How to navigate the building including in event of an emergency.

The Importance of Induction

It is important that new employees get assimilated into the organization environment so that they can understand the culture of the organization. It is therefore important to educate employees about the organization's operational system. Induction is very important in a number of ways as it helps employees to adjust to their new role and make the job easier. Apart from saving time and money, it increases the organization's productivity.

As further contained in the Cleardocs' ClearLaw legal bulletin, the following are some of the importance of induction program:

Assisting in cultural change: New staff members will be unfamiliar with the work environment and the processes of the organisation because induction provides perfect opportunity for new employees to be 'shaped', potentially resulting in a cultural change, such as encouraging new staff members to use the intranet as the primary source for information and providing a holistic view of the organisation.

Assisting with knowledge transfer: Companies which either formalize knowledge transfer, or provide a vigorous framework for informal transfers can assist new staff members to obtain the information they require. This allows them to perform their role more effectively and efficiently.

Induction can help build social networks: One of the biggest hurdles new staff members face is

finding the right person to contact if they have an issue – especially in large organisations. Therefore, induction can be useful for introducing new staff to the key people within the company who will likely be of most use, such as HR and payroll.

Risks Arising From Ineffective Induction

Recruitment and selection process is a serious task because in engaging workers, the organization is expected to be proactive and professional in their activities while being conscious of the fact that recruiting a right candidate will complement the values of the organization. Recruitment and selection process is a complex task bearing in mind the subjectivity embedded in many recruitment and selection processes. It is important to know that a successful appointment will produce results with favourable impacts on the organization while a poor appointment will have negative impacts. Recruitment and selection of employees project the organization's image because the success of the organization is a function of the quality of staff working for the organization.

However, when recruitment and selection processes are not correctly managed, the resulting risks likely to emanate includes:

- recruitment of untrained and unqualified candidates in the organization for key posts which can lead to disaster and serious negative impacts for both employer and employees,
- loss of business reputation and increased risks for customers and employers arising from the employment of workers who lack required skills
- Engaging employee to the organization to discharge duties he has no knowledge about and this can impact the organization negatively.

Conclusion and Recommendations

It is important for all organizations to follow due procedure when considering recruitment, selection and induction of staff. The management of human resources should be considered very important for the success of the organization. To achieve this, the organization will have to follow due process of

recruitment through appropriate selection and induction of the right calibre of employees.

From the above discussion, the following recommendations are made:

- Processes of staff recruitment, selection and induction should be strictly followed to get the right caliber of people for the job.
- The principle of equal employment practices and placement should be followed so as to guide against job discrimination and give equal rights and recognitions to all workers.
- Assessment needs of the organization should be carried out with a view to looking at the organizational skills, knowledge and ability so as to identify gaps and areas of needs with a view to conducting staff training where and when necessary.
- Possible risks that may affect the organization should be identified and handled appropriately.

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