

PROJECT WORK

Recruitment and Selection

In

Cardinal Health

Name: ***

Enroll No.: ***

ProjectQ.in
University Name

Year

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CERTIFICATE

This is to certify that Mr. / Mrs. / Miss -----
----- has Planned and conducted the project entitled ----
----- Under my guidance and
supervision and the report submitted therewith was the result of the
bonafide work done by him / her.

Place:
Date:

(Mr. Jacquelin Kitchen)
Project Guide)

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ACKNOWLEDGEMENTS

In pursuing and completion of my MBA and other commitments, I undertook the task of completing my Project on "**Recruitment and Selection in Cardinal Health**". To this and I would like to thank you and convey my gratitude to the Top Management. Who allowed me to conduct my Project and gave me their whole-hearted support.

I am fortunate in having sought and secured valuable guidance, continuous encouragement and strong support at every stage of my guide and supervisor **Mr. Jacquelin Kitchen** and am deeply grateful to him/her.

Finally, I also acknowledge with deep gratitude the immense support I received from my family members who have always encouraged me and have been a source of inspiration and help in continuing my effort.

Last but not least my special thanks go to all those who have given all the secretarial support – despite all other commitments.

**Sign
Student Name**

CHAPTER 1

INTRODUCTION

COMPANY OVERVIEW:

Cardinal Health is a Fortune 22 company that improves the cost-effectiveness of healthcare. As the business behind healthcare, Cardinal Health helps pharmacies, hospitals and ambulatory care sites focus on patient care while reducing costs, improving efficiency and quality, and increasing profitability. Cardinal Health employs more than 30,000 people worldwide

Company Commitment:

At Cardinal Health, we work across the broad healthcare spectrum to help make healthcare more cost-effective. To do that requires inclusion. We must strive to reflect the diversity of the industry, our customers and the communities we serve. And we must create an environment where all employees can work together with confidence and trust; an environment where no matter what their background, employees will be supported to do their best work. This is a business imperative that will enable us to continue to attract and retain the most talented people and to deliver even more meaningful solutions to our customers as we work together to improve the cost-effectiveness of the healthcare system.

Vision:

To be the healthcare industry leader in providing a diverse, inclusive work environment that reflects the marketplace and communities where we do

business while maximizing our competitive advantage through innovation, profit and adaptability.

Mission:

Our mission is to:

- Identify, attract, and retain the best talent from each group.
- Create a workplace where all talent can perform at their best.
- Assess/understand the diversity of your marketplace.
- Ensure we are responding and aligning with our customers.
- Ensure our customers see themselves in our vision, actions, and workplace.
- Use external contributions to eliminate disadvantage and increase the diversity of the talent pool.

Cardinal Health Product and Services

RFID-enabled Smart Cabinets:

Precisely track and manage inventory in real-time.

Ideal for tracking and managing high-cost implantable, such as stents and pacemakers, as well as physician preference items

Our RFID-enabled Smart Cabinets are designed for real-time inventory visibility and control, including quickly identifying expired, recalled or missing products. We offer standard and custom configurations — none of which require your clinicians to enter an access code.

Additional features include:

- Automated inventory counts every 20 minutes — approximately 20,000 per year.
- Ability to accommodate items of almost any shape and size.

- Plug-and-play installation
- Storage flexibility for streamlined workflows
- Compliance with regulatory and safety standards, including FCC, UL, CE, IC, OSHPD, ISO 60601 and 60950

RFID-enabled Smart Wand:

Track, count and more with a wave of the hand

Ideal for tracking and managing mid- to high-cost med/surg supplies

The Smart Wand bridges the gap between RFID-enabled Smart Cabinets and barcode solutions for high-value supplies. It is a wireless hybrid RFID and barcode reader that helps optimize inventory management — even of consigned items. With an intuitive, user-friendly design, our Smart Wands quickly become valued tools for both clinicians and materials managers.

Our Smart Wand is designed to capture barcodes (both 1D and 2D) and RFID-tagged inventory. It has an RFID tag read range of 8" (20 cm), can capture information at the rate of 50 products per second, and can be separated up to 150' (45 meters) from the tablet or smart phone to which it is wirelessly connected. Our Smart Wand offers convenience and speed that is orders of magnitude better than conventional data capture methods.

The Smart Wand reader operates in conjunction with our software solution running on mobile devices for enhanced inventory management and affordable workflow solutions.

Features include:

- Audible alerts for expired and recalled products
- Direct plug-and-play interface to clinical documentation systems
- Ability to capture RFID tags, as well as barcodes
- Audible and visual alerts for expired and recalled products

- Item search capabilities
- Easy-to-use touch screen

Barcode tools:

Ideal for managing low-cost items that require each-level tracking

Designed for managing med/surg supplies at the item level, our barcode tools provide robust tracking and management capabilities without requiring RFID. It is fully integrated into our cloud-based software platform and ideal for point of use charge capture and clinical documentation, automated requisitioning, and order management.

Our barcoding is supplemented by:

- Handheld barcode readers (also available as part of our RFID-enabled Smart Wands)
- Point of use station readers
- Mobile device applications

Barcode tracked products are managed and reordered in the same software system as the RFID tracked products, providing a consolidated view for all inventory. At the time of use, the barcode is scanned to capture usage of the item and reduce on-hand inventory.

2-Bin Kanban:

Ideal for tracking and managing your low-cost med/surg supplies, such as gauze, bandages and more

The Cardinal Health 2-Bin Kanban Inventory Management Solution makes it easy to ensure your clinicians have the right supplies, in the right amount. Our tool combines lean management techniques with our cloud-based software to continually improve efficiency. Plus, it streamlines workflows and eliminates unnecessary steps — from the dock to the supply closet.

Our 2-Bin Kanban tool lets you quickly identify and respond to changes in inventory consumption. Using a "first-in, first-out" approach, supported by our powerful software, materials managers are able to optimize bin levels and more accurately forecast needs. The result? No over- or under-ordering, and no expired supplies sitting on the shelf.

Through a combination of process, software and technology, our goal is to achieve:

- Over 80% reduction of clinician time in the supply room
- Over 40% reduction in the time it takes to obtain supplies
- Over 40% reduction in supply put away time
- Over 60% reduction of inventory on hand
- 100% reduction of the cycle count function

Point of use stations:

Our point of use station allows clinicians to capture critical usage information at the point of care — automatically adjusting inventory, sending products to clinical documentation systems and billing systems, and creating implant logs.

The easy-to-use solution consists of a touchscreen with an RFID reader and barcode scanner. Because it harmonizes with existing workflows, nurses and technologists can master the system in a single 15-minute training session.

Employing the point of use station is simple and easy:

Retrieve product as usual

1. Input patient information at the point of use station by scanning the patient barcode or using an ADT feed, then select the staff and procedure type

2. Wave RFID-tagged products in front of the reader or scan non-RFID tagged products
3. In real-time, information is transmitted to the clinical documentation system

Features include:

- Audible alerts for expired and recalled products
- Direct plug-and-play interface to clinical documentation systems
- Ability to capture RFID tags, as well as manufacturer product barcodes
- Ability to search for a product
- Easy-to-use touchscreen

Interfaces:

Enable seamless integration with IT systems

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Our Interface modules magnify the benefits of our inventory management solutions by vastly improving the quality of data residing in legacy systems and reducing errors and labor associated with manual data entry. Our Interfaces are maintained in a secure cloud-based data center reducing the total cost of ownership for these modules.

Additional features include:

- Can leverage standard APIs or design custom interfaces
- Compatible with all common interface standards
- Ensure data sharing with billing, clinical documentation and materials management systems
- Billing system integration

Products that are assigned to a patient encounter and have a charge number can be attached to the patient bill in batch or real-time mode.

Clinical documentation integration

Items that are used during a case can be sent directly to a clinical information system in real-time or after the case, including the lot/serial number of the product consumed.

Requisitions and order system integration

Using the automated Smart Order functionality, as well as 2-Bin Kanban replenishment algorithms, orders can be sent into your materials management system. Once a purchase order is issued by the MMIS, it is returned to our software platform. One of the unique benefits of RFID is that items tagged upon receipt will be linked to the purchase order number throughout the rest of their product lifecycle.

Inventory updates

On-hand inventory can be sent into a MMIS at a frequency determined by the customer. Inventory reduction signals can also be sent if desired. In all cases, the system can ensure that the legacy system of record for inventory counts is accurate and up to date, including, if desired, consigned product valuation.

Synchronization of cost and item masters

Item master information, including cost information, can be automatically sent from the MMIS system to our cloud-based software platform.

Advanced Analytics:

Detect trends that drive business improvement

Part of our cloud-based software platform, our Integrated Advanced Analytics uncover actionable information to drive major supply chain savings. Using real-time data delivered via a web browser, you can:

Identify inventory cost reduction opportunities by IDN, hospital and product

View year-over-year product utilization changes, trends, waste and savings opportunities

Monitor market share of medical devices by physician, by product type, by cost and by quantity

Benefits across your organization

Clinical:

- Align medical device inventory with clinical use
- View supply utilization changes over time by doctor

Operational:

- Improve inventory turns
- Reduce the time to collect data for decision-making

Financial:

- Free up cash
- Improve contract compliance

Usability:

- Intuitive to navigate
- Fast performance of large amounts of data

PROBLEM STATEMENT:

The success of organizations depends on strength of the manpower that steers the day to day affairs of the organizations. The process of recruiting

and selecting all categories of employees into both private and public companies has been a matter of concern to many and needs attention. Even though it is the wish of every organization to attract the best human resource in order to channel their collective effort into excellent performances, unconventional selection practices can mar any business plan.

Managing people is a definite challenge both at strategic or even organizational levels. Thus, human resources are well managed and developed in alignment with the organizational goals and strategies. It has been observed that for any organization to achieve its stated objectives and goals there is the need for management to put in place policies or strategies that will help attract the best of employees to strive towards the achievement of organizational objectives.

It has also been observed that the performance output of employees of Cardinal Health is of prime concern to management of our company as it affects productivity and the development of the company. Importantly, some of the employees who are not able to improve and adjust to their new working environment resign leading to employee turnover and this affects the organization in terms of cost and productivity.

The study identified and assessed the effectiveness of the recruitment and selection practices and procedures of Cardinal Health.

WHY THIS PROJECT HAS BEEN CHOSEN?

As a student, I would like to further deepen my knowledge about the recruitment and selection process. I am very interested to investigate all the aspects presented for this study, on how a firm struggles or competes to a wide range of manpower related issues.

I believe that this topic can be utilized as a reference in the study of my course as well as company job profile.

PROJECT CONTRIBUTION

This would focus deeply in providing effective recruitment and selection in Cardinal Health.

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CHAPTER 2

THEORETICAL PERSPECTIVE

This chapter deals with the assessment of literatures which relate to the topic the recruitment and selection practices of organization. Several literatures would be selected and relevant areas would be reviewed and evaluated.

The Concept of Recruitment and Selection

Recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests. In other words, the recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies. Successful recruitment begins with proper employment planning and forecasting. In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on an analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expanded to attract and retain such talent. Also related to the success of a recruitment process are the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources. Organizations seeking recruits for base-level entry positions often require minimum qualifications and experiences. These applicants are usually recent high school or university/technical institute graduates many of whom have not yet made clear decisions about future careers or are contemplating engaging in advanced academic activity. At the middle levels, senior administrative, technical and junior executive positions are often filled internally. The push for scarce, high-quality talent, often recruited from external sources,

CHAPTER 3

OBJECTIVES AND SCOPE

Objective:

- To identify the recruitment and selection practices of Cardinal health
- To examine how recruitment and selection practices affect the performance or development of Cardinal Health
- To assess the challenges associated with the recruitment and selection practices of Cardinal Health
- To identify factors that will improve recruitment and selection practices at Cardinal Health

Scope:

This project is developed to have a better understanding in recruitment and selection procedure.

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CHAPTER - 4

METHODOLOGY

Research methodology is a way to solve the research problem systematically it may be understood as a science of studying how research is done scientifically. It is the responsibility of the researcher to expose the research decisions to evaluate, so that, they are implemented. The researcher has to specify very clearly and precisely what decisions he selects and why he selects them so that others can evaluate on it.

Research Design

The research was based on assessing recruitment and selection practices of Cardinal Health. The design was a descriptive study which used both quantitative and qualitative tools to recruitment and selection practices adopted by Cardinal Health.

The study was based on the use of questionnaires. These approaches were used because they were satisfactory tools for collecting data for the sample population to investigate the topic under study.

CHAPTER 5

DATA COLLECTION

Area of the Study

This study was undertaken with reference to Cardinal Health.

Target Population

To measure the welfare facilities, the employees of Cardinal Health are taken as the target population.

Sample Size

A sample is part of the target population. It refers to the number of items to be selected from the universe to constitute a sample from the population. The researcher has taken 100 employees as sample.

Sampling Method

The simple random sampling technique was used to select respondents from the various departments with the exception of the Human Resource Department. This is basically because the population will have an equal chance of being selected. Significantly, the purposive sampling technique, which is a non-probability sampling technique, was used to select respondents who deal directly with recruitment and selection from the Human Resource Department. This was because the researcher wanted to deal with only typical cases based on the objectives of the study.

Data collection method

While dealing with any real life problem, it is obvious that data at hand are inadequate and hence it becomes necessary to collect that are appropriate. Depending upon the sources of information available, the data can be classified as

- ❖ Primary data
- ❖ Secondary Data

Primary Data

Primary data refers to the data, which is collected for the first time. The primary data collection is done with the help of questionnaire that proved to be effective in collecting the relevant information regarding the employee's welfare measures.

For obtaining the Primary data for my project, I propose to use two research instruments i.e. Questionnaire and Structured Interviews:

- 1) Questionnaire
 - a) Sample Size : 50
 - b) Sample Composition
 - Sr. Management Employees :
 - 5 Middle Management Employees :
 - 20 Jr. Management Employees :
 - 10 Workmen : 10
 - Past Employees : 5
- 2) Structured Interview
 - a) Sample Size : 20
 - b) Sample Composition

	Sr. Management Employees	:	
2	Middle Management Employees	:	
8			
	Jr. Management Employees	:	
4			
	Workmen	:	4
	Past Employees	:	2

Secondary data

Secondary data is collected from books, company records and internet

CHAPTER 6

DATA ANALYSIS AND INTERPRETATION

This chapter explains information gathered from the field through the use of questionnaires. These are analyzed to emphasize response from respondents using various forms of graphical representations. This chapter is also divided into sub-headings to throw more light on questions asked on the field. The first part deals with staff of Human Resource Department while the second part deals with Staffs of other Departments.

Demographic Data

On demographic data, questions were asked on gender, academic qualifications and number of years at post.

From the population size of one hundred (100), twenty (20) were selected from the Human Resource Department while eighty (80) staff members of the other departments were also selected. In dealing with gender, there were 38 females with 62 males. Table 1 illustrates further.

Table 1: Gender Distribution

CHAPTER 7

FINDINGS

The following are the major findings from the study:

Recruitment and Selection Practices of Cardinal Health

It indicated that advertising is usual for job vacancies, while some applicants are sometimes recruited by word of mouth, through existing employees (employee referrals). Besides being cheaper, people recruited by word of mouth stay longer because they have a clearer idea of what the job really involves. This assertion was shared by most respondents with regards to recruitment and selection practices at Cardinal Health.

The research revealed that Cardinal Health policy or practice on recruiting and selection was based on several units; the first is the internal recruitment and invitations from applicants from the general public. The first is analysis of the various departments to find out if there are vacancies to be filled. The various departments search within its staff to find competent members to fill job vacancies. When that fails employee referrals are used where employees are allowed to recommend potential employees for the various departments.

The second stage is where the Cardinal Health source for employees through agencies that helps in recruiting people for the Cardinal Health. The other is through the general advertisement in the dailies where the general public can all apply for the positions available. Shortlisted applicants are then invited for an interview and subsequent selection.

Some of the methods used in recruiting and selection of employees are through employee's referrals, employment agencies, professional associations and through adverts in the various dailies.

The research also revealed that the Cardinal Health had structured ways of selecting new employees. The first is that potential employees must have the necessary or right educational background before they qualify for an interview which is the next stage once a potential employee is shortlisted. Training and orientation is the next stage if an individual is selected or recruited.

Effectiveness of Recruitment and Selection Practices of Cardinal Health

The analysis realized that 14% of the respondents were of the opinion that selection and recruiting practices were very effective as the right material are always employed, majority of respondents believed that these practices were good and they constituted 46%. It shows that 60% percent of the respondents agreed that these measures were effective. The other 30% were either indifferent or believed that these measures were not effective and the reasons raised included favouritism and bias towards potential employees.

More so it was realized that factors such as work experience, academic qualifications, interviews and test used in selecting employees makes the selecting and recruitment practices very effective in selecting the best for the Cardinal Health.

Recruitment and selection practices and performance

Human resource management function is one of the activities that impact most critically on the performance of an organization. This is because it is understood and accepted that poor recruitment decisions continue to affect organizational performance and limit goal achievement.

The study revealed that recruitment and selection practices have improved performance of employees and 64% of respondents stated that the selection and recruitment process has helped them improve upon their performance at the Cardinal Health and in what they do. It was also revealed that orientation and subsequent job training had added to their

stock of knowledge of most employees which help them effectively carry out their duties.

Respondents from HR department on the other had stated that the selection and recruiting method had led to the employment of competent staff while at the same time selection practices help give the chance to employ qualified candidates.

In spite of the above some respondents were of the view that the recruitment and selection practices have not improved performance as orientation and job training are general and most often not linked with the job.

Ways to Improve Recruitment and Selection Practices at Cardinal Health

The analysis revealed that Cardinal Health has policies and practices with regards to recruiting and selection of employees, the following were given to help improve upon such practices.

Respondents stated that the procedure for recruiting and selection should be strictly followed in order to ensure that the right materials are provided for the Cardinal Health. Procedures such as educational or academic qualification, experience and interviews all help select the best of candidates for the Cardinal Health.

More so, it was realized that equal opportunities should be given to all applicants who apply for jobs at Cardinal Health to help ensure fairness in the selection procedure and not to hand others undue advantage over others.

More over it was realized that to make the selection and recruitment procedure complete qualifications should be stressed and should also be linked with the job to be done as most qualifications do not much the job to be done.

CHAPTER 8

RECOMMENDATIONS

From the study it is realized that recruitment and selection is of great importance to every organization, though an integral part of human resource planning and development, its application and operation and challenges makes its practice quite difficult. These recommendations are therefore made to help make these practices more effective.

All applicants must be treated fairly; issues of favouritism should be avoided while giving the chance to all. Employee referrals though a good idea should be minimized 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.

The human resource department should appraise employees to help them give off their best and help improve performance of employees; this will always keep employees on their toes to give off their best.

Refresher courses must be organized for employees for them to be abreast with trends in the ever growing market. It was revealed in the analysis that key talents are difficult to come by, the Cardinal Health can help upgrade the skills of some of its staff in areas they find difficult to recruit in the market. This will also go a long way to help staff contribute to the success of the Cardinal Health.

CHAPTER 9

CONCLUSION

The focus of recruitment and selection is to match the capabilities of prospective candidates against the demands and rewards inherent in a given job. For this reason, top performing companies devote considerable resources and energy to creating high quality selection systems. Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success. The quality of new recruits depends upon an organization's recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the caliber of candidates attracted.

From the analysis, recruitment and selection is of prime importance to Cardinal Health in order to get the best of employees, however, it faces lots of challenges in its quest to recruit its workforce.

The issue of employee referrals seems to place unfair advantage over others, as more often than not, they are favoured compared to those who use a different channel. From the analysis it was realized that, more employee referrals are employed than those who apply in directly or through the agencies.

Despite these challenges it was realized that these measures (recruitment and selection practices) have been effective in the selection of employees for Cardinal Health even though much needs to be done to enhance it. Recruitment and selection of employees to a greater extent determines the performance of an institution and it is of great importance if institutions want to achieve their goals.

APPENDICES

Dear Friends,

As you know, with Liberalisation and Globalisation our economy is opening up to severe competition both internally and externally. In its wake competitiveness assumes immense importance.

To become competitive, optimization of all resources particularly effective market strategies has become the key word. Productivity and Satisfaction of the employees and consumers has become one of the prime concerns of all managers so that the output can be maximized with least inputs.

As part of my MBA, I have chosen the project objective as "**Recruitment and Selection at Cardinal Health**". For this, I am interested in getting your valuable responses to the Questionnaire that follow.

All responses to the Questionnaire are to be utilized only for this project and also in an aggregated form. It is not necessary for you to reveal your identity should you desire. However, it is of utmost importance that your responses are frank, forthright and reflect your true opinion. Specifically, I seek your kind co-operation in adhering to the following points:

1. Please give your responses to all Questions / Statements and do not leave any of them blank.
2. Please tick mark (✓) your response in only one of the columns against each Question / Statement.
3. There is no right or wrong responses to the Questions / Statements that follow in the Questionnaire. What is important is your own personal frank and forthright opinion on various aspects.

Yours sincerely,

Signed
(Student)

QUESTIONNAIRE

Appendix 1 Questionnaire for Human Resource Department

This questionnaire is designed to gain understanding of recruitment and selection practices at Cardinal Health. Kindly complete this questionnaire as objectively as possible. The information given out is solely for academic purpose and would be treated as confidential. Thank you.

Write or tick () the appropriate response to each of the question

Section A: Personal Data

1. Sex

Male

Female

2. How long have you been working at Cardinal Health?

a. less than 1 year

b. 1 - 6 years

c. 7 - 12 years

d. 13-18 years

e. 19 years and above

3. Which of the qualifications below do you possess?

a. 1st Degree

b. 2nd Degree

c. Others

Section B: Recruitment and Selection

4. Do you have any formal policy for the recruitment and selection of employees?

Yes []

No []

5. If yes to above, briefly state the policy

.....

.....

6. Does Cardinal Health outline job analysis ((i.e. duties, responsibilities, skills etc required for a particular job) before advertising vacancies for employment?

Yes []

No []

7. Does Cardinal Health rely on any agent(s) for the recruitment and selection of employees for your organization?

Yes []

No []

8. If yes to the above, state the agent (s)

.....

.....

9. When vacancies occur, are existing employees considered?

Yes []

No []

10. Are job vacancies made open to the general public?

Yes []

No []

11. Which of these methods of recruitment are applicable to the Cardinal Health? You may select more than one.

- a. Radio advert []
- b. TV advert []
- c. Newspaper advert []
- d. Professional association(s) []
- e. Employment agencies []
- f. Employee referrals []
- g. Other(s) specify

12. Does the Cardinal Health have structured recruitment and selection practices in place for new employees?

Yes []

No []

13. If yes to question 12, what are these recruitment and selection practices?

.....

.....

14. Which of these factor(s) are mostly considered for recruitment and selection of employees? You may select more than one.

- a. Academic qualifications []
- b. Work experience []
- c. Interview []
- d. Test []
- e. Other(s) specify

15. Are there equal opportunities for all would-be (potential) employees when it comes to recruitment and selection?

a. Yes []

b. No []

16. If no to question 15, why?.....

17. Are these recruitment and selection practices able to give you the needed and qualified candidates to fill the vacancies?

a. Yes []

b. No []

18. If no to the above question, why?

.....
.....

19. Have these recruitment and selection practices led to the employment of competent staff?

Yes []

No []

20. If your answer is no, please give reasons

.....
.....

21. Is there a situation where management circumvents (i.e. divert from) the formal recruitment and selection practices?

Yes []

No []

22. If yes, why so?.....

23. What are some of the challenges Cardinal Health associated with your recruitment and selection practices?

.....

.....

24. What factors will improve recruitment and selection practices at the Cardinal Health?

.....

.....

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Appendix 2 Questionnaire for Staff/Employees

This questionnaire is designed to gain understanding of recruitment and selection practices at Cardinal Health. Kindly complete this questionnaire as objectively as possible. The information given out is solely for academic purpose and would be treated as confidential. Thank you.

Write or tick (v) the appropriate response to each of the question

Section A: Personal Data

1. Sex

Male [] Female
[]

2. How long have you been working in your organization?

a. less than 1 year []

b. 1 - 6 years []

F c. 7 - 12 years []

d. 13-18 years []

e. 19 years and above []

3. Which of the qualifications below do you possess?

a. M.S.L.C. []

b. 'O' Level []

c. 'A' Level []

d. HND []

e. 1st Degree

f. Others specify

Section B: Recruitment and Selection

4. Are you aware of any formal policy for the recruitment and selection of employees?

Yes []

No []

5. If yes to question 4, please state some of these policies?

.....
.....

6. How effective are the recruitment and selection practices of Cardinal Health?

a. Very Effective []

b. Good []

c. Not Effective []

d. Indifferent []

e. Bad []

7. Do you know whether the Cardinal Health performs any job analysis (i.e. duties, responsibilities, skills etc required for a particular job) before advertising vacancies for employment?

Yes[]

No[]

8. Does the Cardinal Health have any agent(s) that recruits and selects employees?

Yes []

No []

9. If yes, please name the agency.....

10. Are job vacancies made open to the general public?

Yes[]

No[]

11. If yes to above question, which of these methods of recruitment and selection practices are applicable to the Cardinal Health? You may select more than one.

a. Radio advert []

- b. TV advert []
- c. Newspaper advert []
- d. Professional association(s) []
- e. Employment agencies []
- f. Employee referrals []
- g. Other(s) specify.....

12 How were you recruited and selected?

.....

.....

13. What is your impression about the recruitment and selection practices at Cardinal Health?

14. Has the recruitment and selection practices of Cardinal Health affected your performance?

a. Yes []

b. No []

15. Explain answer

.....

.....

16. Are there equal opportunities for all would-be (potential) employees to your organization?

a. Yes []

b. No []

17. If no to question 13, why? Give reasons

.....

.....

18. How can recruitment and selection practices at Cardinal Health be improved?

.....

.....

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