THE ROLE OF EMPLOYE ECRUITMENT AND SELECTION PRACTICE ON THE ORGANIZATIONAL PERFORMANCE.
(ACASE STUDY OF ETHIO TELECOM WOLKITE BRANCH)



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ACRONOMYS

AA:-Addis abeba
GIGO:-Garbage in garbage out
HRM:-Human resource management

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ABSTRACT

The study was attempted to examine the role of employee recruitment and selection practice on the organizational performance in Ethio telecom of Wolkite branch.

The main objective of the study was to asses the role of employee recruitment and selection practice on the organizational performance in case of ethio telecom of Wolkite branch. Identify major problem areas and suggest suitable solutions and recommendation to improve recruitment and selection practice.

The study used primary and secondary sources of data to attain the above objective. The primary data was collected directly from the employees of the organization by using closed ended questions,and structured interview from manager of the organization.

Secondary sources are books, research finding recorded document and annual reports of the organization.

Finally the collected data was analyzed and interpreted using statistical techniques such as tabulation and percentages then recommendation and conclusion analysis were made.

The study reveals that Ethio Telecom's recruitment and selection processes are structured and effective, with a high percentage of educated employees and a predominance of male staff. While the organization utilizes diverse recruitment channels and provides positive onboarding experiences, challenges related to gender bias and equal opportunity in selection practices persist. Continuous evaluation and improvement are necessary to ensure a fair recruitment process.

To enhance Ethio Telecom's recruitment and selection processes, it is recommended that the organization implement targeted strategies to promote gender diversity and ensure equal opportunities for all candidates. A thorough review of selection practices should be undertaken to eliminate biases, while leveraging the existing workforce for internal career advancement can help retain talent. Continuous monitoring through feedback mechanisms will assess perceptions of fairness, and training for hiring managers on diversity and inclusion practices is essential. Additionally, regularly evaluating the effectiveness of recruitment channels will attract a more diverse range of qualified applicants, ultimately strengthening the organization's hiring processes and fostering an inclusive workplace.

CHAPTER ONE

1. INTRODUCTION

1.1 BACK GROUND OF THE STUDY

In today's organization of the world human resource planning in the starting point of deciding whether calling of new application to the organization in needed or not needed. Recruiting and selecting the most qualified employees is the most and the key determinates of the organizational capacity to build and achieve its goal. There for we can define recruitment it is the process of generating a pool of candidates for particular job (Luis, R, 1995).

Selection is the process of making decision about hire or no hire regarding each applicant for the job. Both recruitment and selections are the process by organization finds and choose the most qualified worker among those applicants in the most critical task in any either in developing country as in developed countries even in the world.

Most people would agree that the most qualified candidates should be hired or promoted. But in the long run, hiring the most qualified candidates contributes tremendous difference to the organizational effectiveness and bottom line performance.

Since the growth and complexity of the organizations are increasing from time to time, effective human resource planning, employee recruiting and selecting process should be carefully analyzed in advance that to day before. Therefore, when an organization are decided to recruit and collect new application, it is mandatory they should have to think that selecting and hiring the best qualified worker is the back bone of their productivity and profitability.

1.2 Statement of the problem

In our today's business world every organization whose aim is doing business and, those whose productivity in depend on their successive human resource planning. The success of the organization depends on the caliber of the manpower that steers there day to day affairs. When the right person is selected the productivity of the selected person tends to be high or meet the standards set by the organization .hence it is the wish of every organization to attract the best

human resource in order to channel their collective efforts into excellent performance. There is an old saying 'GIO' (GarbagGe in Garbage Out). In order to have a good output there must be good input. Therefore in order to have a competitive organization the human resource must be competitive enough.

As per the result of different researchers and authors it is found that recruitment and selection practice has impact on organizational performance .The impact can be on the organizations finance performance , customer satisfactions, organizations productivity, product quality , organizational innovation and employees commitment, satisfaction and skill(Armstrong,2010).

Hence the researcher is interested to study on this area since, recruitment and selection has a high role to most current organization which contribute to organizations accomplishment of their objectives; therefore when organizations recruit and select properly through effective management organization performance may turn out positively.

1.3. Research Question

The researcher was to bridge the gap by answering the following researcher questions Which are directly related the specific objective of the title:-

- What are employee's selection criteria mostly applying currently by the organization?
- What type of policies and principles it asses for the purpose of employee recruitment?
- What are the major factors or problems that affect the organizational recruitment and selection process
- What are the organizational conditions influence employee calling and applying for the job?

1.4 Objectives of the study

1.4.1. General objective

The generally objective of this study was to assess the role of employee recruitment and selection practice on the organizational performance in case of ethio telecom wolkite branch

1.4.2 Specific objectives

Specific objectives of this study are the expansion of general objective. The following are specific objectives that the researcher might be wants to address;

- To asses policies and principles of ethio telecom organization currently apply on employee recruitment and selection.
- To identify problems related to employee recruitment and selection in the organization.
- To assess the organizations performance that affects its recruitment and selection of new worker.
- To asses major employee selection criterions currently apply in the organization.

1.5. Scope of the study

It is difficult to cover all ethio telecom head office organization to conduct this particular research paper the researcher was limits its case study only on ethio telecom head office that exist in wolkite district branch. The study was limited geographically, methodologically, conceptually.

Geographically

Recruitment and selection practice are essential to the organization in order to assign the right person for the right position to carry out the daily task of the organization. This research is delimited to ethio telecom Head office which is found in wolkite district in cental head office of wolkite Districts only. Due to time and financial shortage of the researcher.

Conceptually

Since to study all variables of the role of recruitment and selection on organizational performance are impossible, the researcher was delimited to study the only three variables of recruitment and selection which is Internal recruitment, external recruitment and Selection, Because, if the organization have well managed such variables, the performance of the organization is increased and this leads to organization to achieve its objective and vision

Methodological

This study is delimited with some methodologies. The study was adopts non-probability and probability sampling procedure. It allows researchers to approach target directly. Beside descriptive approach also was used primary and secondary data source used in the study.

1.6 Significance of the study

This study is expected to have the following significance:-

- To the human resource manager s of the organizations, it would help them to know how to attract qualified and suitable applicants to apply for job opening in the organization
- The study would also benefit employees because selection process when appropriately adhered to ensure selection of qualified and suitable candidates.
- The study would also be relevant to the researcher to get experience to do better when required to do better when required to do other researches and to feature researchers it will be serve as a guide and reference material for further studies.

1.7 Limitation of the study

Even though the researcher used his maximum effort to make the study perfect, there are some limitations which are occurred during the study. These limitations are: -

- The inability of respondents to fill the questioner.
- Lack of good communication between researcher and the respondents.
- Lack of financial power.
- Insufficient availability of time are common limitation.

1.8. Organization of the paper

This paper was organized into five chapters: Chapter one contains introduction part that includes back ground of the study, statement of the problem, objective of the study the scope of the study. Chapter two is concentrated on literature review. Chapter three is focused on research methodology; chapter four was data analysis and presentation. At the end of chapter five we were conclusion and recommendation of the study.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE REVIEW

Chapter one broadly introduced the research aim and objectives and presented an overview of the organization of the paper. This chapter will be reviews critically employee recruitment and selection in organizations and from the perspective of human resource management. The development of a conceptual and empirical framework will also include.

2.1. Theoretical review

2.1.1. The Concept of Recruitment and Selection

According to Windolf (1986), the choice of a particular recruitment strategy by a firm is specific to the resources available to the organization at hand and its environmental dynamics. Boxall, Purcell and Wright (2007), highlight five different questions an organization has to answer to have an effective recruitment strategy in order to pursue its survival and success. Those questions are “Whom to recruit?”, “Where to recruit?”, “What recruitment sources to use?”, “When to recruit?” and “What message to communicate?” The notion of roles in this study relates to the manner by which organizations implements its employment policies. The essence is to understand whether such policies are applied appropriately in the way they have been designed.AsdiscussedbyJacksonetal.(2009)humanresourcemanagementapproachesanybusiness organization are developed to meet corporate objectives and materialization of strategic plans. The nature of recruitment and selection for a company that is pursuing HRM approach is influenced by the state of the labor market and their strength within it. Furthermore, it is necessary for such companies to monitor how the state of labor market connects with potential recruits via the projection of an image, which will have an effect on and reinforce applicant expectations. Bratton & Gold (1999), were of the view that organizations are now developing models of the kind of employees they desire to recruit, and to recognize how far applicants correspond to their models by means of reliable and valid techniques of selection. Also related to the success of a recruitment and selection 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/college graduates many of whom have not yet made clear decisions about future careers or are contemplating on 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, has usually been at the senior executive levels. Most organizations utilize both mechanisms to effect recruitment to all levels. The focus of recruitment and selection according to Montgomery (1996), is on matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job.

2.1.2. Definitions of Recruitment

Various researchers have contributed to the field of HRM, and have offered intensive and profound knowledge on the branches of HRM especially on recruitment and selection. Below is some of the different definitions of recruitment;

Recruitment is the process of generating a pool of capable candidates applying to an organization for employment (Gold, 2007). This suggests that applicants with experience and qualifications most closely related to job specifications may eventually be selected.

Organizations become concerned when the cost of a mistake in recruitment is high. According to Armstrong (2006), the aim is to obtain, at a minimum cost, the number of suitable and qualified candidates to satisfy the needs of the organization. The organization attracts candidates by means of identifying, evaluating and using the most appropriate sources of applicants. El-Kot and Leat (2008), observation is that recruitment begins with advertising existing vacancies.

According to Eze (2002), recruitment is the process of finding and attempting to attract job candidates who are suitably qualified and therefore capable of filling vacancies in job positions effectively. The purpose is to encourage them to apply for the vacant position. Costello (2006), affirm that recruitment is a set of activities and processes used to legally obtain adequate number of qualified applicants at the right place and time to enable applicant and the organization to select each other for their own optimum interest. Another scholar Jovanovic (2004), augured that

recruitment is a process of attracting a great pool of high-quality applicants to select the best among them. Omale (1992), in "past practice in personnel management in the Nigeria civil service: issues and procedures" detained recruitment as the process which starts from getting an applicant interested enough in a job and in a particular organization to write an application and the process stops when his application has been received in the organization.

Judging from the above various definition of recruitment as given by professional and scholars, it is apparent that recruitment borders or deals with the plan advertisement of exiting vacant position in an organization in order to wool or attract suitable and qualify applicant to apply for the vacant position or offices for employment in the said organization. Based on the above recruitment is a very specialized field in Human Resources practices as it involves techniques that will adequately identify the pool of skilled and quality applicants.

2.1.3. Sources of Recruitment

Full-cycle recruiting is a term used by human resources specialists who manage the Process from start to finish. Full-cycle recruiting begins with sourcing candidates, which means looking for prospective applicants whose Might be suitable for the job openings you have.

2.1.3.1 Internal source of recruitment

Internal sources refer to recruiting employees from within the organization. In deciding requirement of employees, initial consideration should be given to a company's current employees, which is concerned with internal recruitment. They include those who are already available on the pay roll of the company. This is important source of recruitment as it provides opportunities for better development and utilization of existing human resources in the organization. Armstrong (2000a), proposed that first consideration should be given to internal candidates, although some organizations with powerful equal opportunity policies (often local authorities) insist that all internal candidates should apply for vacancies on the same footing as external candidates.

Aspects of recruitment under internal sources are as follows:

Promotions: It refers to promoting or upgrading an employee who is already existed in the pay roll and contributed to the organizational performance. It is shifting an employee to a higher position with high responsibilities, facilities, status and pay.

Transfers: Transfer is a lateral shift causing movement of individuals from one position to another. Langseth (1995), consider transfers as being affected when the need for people in one job or department is reduced or increased, if the work load reduced employees would want to relocate to other areas where they can have enough tasks to perform.

Job posting:-Job posting is an open invitation to all employees in an organization to apply for the vacant position. It provides an equal opportunity to all employees currently working in the organization. Today it has become a very common practice in many organizations across the world. Under this, vacancy announcement is made through bulletin boards or in lists available to all employees. Interested employees, then apply for the post being advertised. In this way, it has become one of the cost saving techniques of recruitment (Keshav, 2013).

Job bidding: is more effective when it is part of a career development program in which employees are made aware of opportunities available to them within the organization.

Advantage of internal recruitment

Hiring internal candidates can be more efficient that recruiting externally.

Because it can:-

Reduce time to hire:-internal candidates are already part of your work place, so the time you need to find and engage those candidates is much less. It is easier to assess internal candidates. Because:-they may not need full interviews with manager.

Cost less: - when the organization recruits candidates within the organization it cannot face by huge costs.

Strengthen employee engagement:-promoting within the organization sends message that you value your employees and want to invest in them

Disadvantage of internal recruitment

Hiring from within can create resentment among employees and managers

Bring in outsiders may expose the organization to idea or new ways of doing business. Using only internal recruitment can result in a work force whose members all think alike and who therefore may be poorly suited for innovation without occasional new talent from outside; management may become stagnant, out touch with the completion and the market place (Noe, Raymond 2006)

2. 1. 3. 2. External Sources of recruitment

External sources of recruitment refer to attracting applicants from outside a particular organization to fill vacant positions. Like internal sources, they are useful to attracting competent applicants to apply for advertised positions in various organizations. Broad varieties of methods are available for external recruiting. Organizations should fully assess the kinds of positions they want to fill and select the recruiting methods that are likely to reduce the best results. External source of recruitment include advertisement, e-recruitment, employment agencies, labor office, education and training establishment (Beardwell, 2007; Cober& Brown, 2006). Details of these sources are discussed in this section.

Advertisement: is the most common form of external sources of recruitment. Organizations advertise vacant position on both electronic print and media to access a larger pool of applicants. As cited by Nel et al. (2009:226), an advertisement has communication as its basic underlying principle and it should be worded in a manner that triggers responses from job seekers. Recruiters should formulate the wording of advertisements in a manner that is not discriminatory. Advertisements are expensive but attract a larger pool of applicants than internal recruitment processes.

E-Recruitment: or online recruitment uses web-based tools such as a firm's public internet site or its own intranet to recruit staff. The processes of e-recruitment consist of attracting, screening and tracking applicants, selecting, and offering jobs or rejecting candidates. Cappelli (2001), has estimated it that it costs only about one-twentieth, as much to hire someone online. The internet has become a way for employers to display company image and advantages over competitors (Rotella, 2000).

Employee Referrals: An employee referral program is a system where existing employees recommend prospective candidates for the job offered, and in some organizations if the suggested candidate is hired, the employee receives a cash bonus. Under this method, a candidate is appointed on the recommendation of some currently working employees. Hence, the HR managers of various companies depend on the present employee for reference of the candidates for various jobs. This source reduces the cost and time required for recruitment. Further, this source enhances the effectiveness of recruitment. HR managers offer various incentives/rewards

including cash incentives to the current employees for referring the best candidates (Rajarao, 2010).

Labor Offices: are sources of certain types of workers. In some industries, such as banking, unions have traditionally supplied workers to employers. A labor pool is generally available through a union, and workers can be dispatched to particular jobs to meet the needs of the employers. In some instances, the union can control or influence recruiting and staffing needs. An organization with a strong union may have less flexibility than a non-union company in deciding who will be hired and where that person will be placed. Unions also can work to an employer's advantage through cooperative staffing programs, as they do in the building and printing industries (Keshav, 2013).

Educational and Training Establishments: Managers of organizations may visit educational institutions such as universities and colleges to attract top students, especially during their final years of study to apply for vacant positions. This method of recruitment is also referred to as campus recruiting and is one of the cheapest methods of recruitment. It introduces final year students to the institution. The recruiter normally makes a presentation to final year students and invites desirable students to visit public institutions exposing them to different areas within the organization (Nel et al., 2009:227). As with any recruiting method, hiring from outside an organization instead of promoting from within the company carries both advantages and disadvantages.

Advantages of external recruitment

Highly qualified candidate:-external recruitment increases the chance of finding highly skilled, experienced and qualified personnel because of the large pool of applicants.

Wider choice:-it provide wider choice to find suitable staff

Better competition:-recruiting from outside helps face the competition because of capability and risk taking ability of the candidates.

Disadvantage of external recruitment

Time consuming

Poor employee morale:-it may decrease morale of current employees because of highly qualified new candidates which leads to decrease performance, productivity and quality.

Takes more adjustment period for fresh employees

2 .1.3.3 Factors affecting employees recruitment

What are main factors affecting employee recruitment in your organization?

The human resource manager of the head office responded that experience and personal characteristics, will affect employee recruitment. External recruitment might be also affect the existing employees because the organization have the only chance forced to recruit from external when it couldn't get the qualified employees from the existing employees that can feet the required criteria's for the open position and finally from a number of factors that affect the recruitment are:- residential place of the organization and the organization pay less salary for new employees are some of the most factors that currently affecting the organizational recruitment process.

2.2 Selection

2.2. 1. Definition of Selection

Mondy (2010) refers to selection as the process of choosing from a group of applicants those individuals are best suited for a particular position in an organization. "Whereas the recruitment process is aligned to encourage individuals to seek employment with the organization, the selection process is to identify and employ the best-qualified and suitable individuals for specific positions. Traditionally, it was assumed that organizations could choose amongst applicants and that they would accept all job offers. However, attracting a large number of applicants was not the problem, but recruiting the right applicants became the main concern amongst employers (Branine, 2008). With the oversupply of unskilled applicants (Nzukuma&Bussin, 2011), it can be assumed that employers would be very careful before selecting any applicants. Employer decisions about the selection of employees are central to the operation of organizations and to a series of outcomes that matter to individuals, organizations, and society.

2.2. 2. Selection process

Employer decisions about the selection of employees are central to the operation and to a series of outcomes that matter to individuals, organizations, and society. The followings are the most essential process of selections

1. Screening

2. Preliminary interview

3. Application blank

4. Selection test

5. Selection interview

6 .reference check

7. Physical examination

8. Final selection

1. Screening

Screening, popularly known as short listing, is the first step after the recruitment process is completed and applications received. In this step, all the applications received by the due date are screened and those that do not correspond to the requirements stipulated in the advertisement are immediately eliminated in this step. As Cuming (1994) and Nel et al. (2009), caution, selection panels have to be careful not to discriminate against applicants with potential.

2. Preliminary interview

After screening the applicant the preliminary interview will be conducted. The purpose of preliminary interview is to eliminate unqualified candidate from the selection process. In screening unqualified candidates are eliminated on the bases of information given in the application form. Whereas preliminary interview rejects misfit for reason which did not appear in the application form. (Shebiru Ayalew and Hana Yesuneh 2008).

3. Applicant blank/employment interview

Various tests are employed to test various kinds of applicant's abilities and skills (ShebiruAyalew Hana Yesuneh 2008 pp 65). Generally five kinds of test are employed and those are:

Intelligence test: this is employed to measure the intelligence level of candidates. It includes test of reasoning, numerical ability test and verbal comprehension test.

Aptitude test: measures performance characteristics related to possible development of proficiency on specific job

Achievement test: is also called performance test or trade test. It is administered for selecting employees of operative level as well as junior management level.

Personality test: is conducted for jobs which required dealing with people or job like, supervisor and management. Tests to measure inter personality skill, self- confidence extroversion, introversion and etc.

Final interview: is a selection technique that enables the interviewer to the total individual and to appraise his or her behavior. It may be patterned or structured and un patterned or unstructured interview.

4. Selection tests

Selection tests are often used as part of a selection procedure for occupations where a large number of recruits are required, and where it is not possible to rely entirely on examination results or information about previous experience as the basis for predicting future performance.

5. Selection interview:

Next step in the process is interview. Interview is the widely used se lection method. It is a face to face interaction between interviewer and interviewer.

6. Reference check list:

Address of candidates, friends acquaintances with whom the organization to make contract and verify the characteristics and conducts before offering him or her job.

7**. Physical examination**: - is getting candidates checked medically if there is need. It may include:-

Personal history of previous illness and family medical history

8 .Orientation or induction: Has been reported by many organization that half of the new employees quiet with in the first six months because they are introduced to their job in bad manner.

2.2.3 .Factors affecting organizational employee selection process

Standardized screening process that can be followed consistently will be greatly simplify the selection process of the organization

Most of the common factors are:-

1 Legal consideration: - human resource management activities are influenced by legislation, executive order and by the court decisions

2 .Speed of decision making:- the time available to make a decision of selection can also have a major effect of qualified applicants collected for particular position can also affect the process of employee selection.

2.2.4. The Relationship between Recruitment and Selection, and Organizational Performance

The effective recruitment and selection of employees is a fundamental HRM activity, one that if managed well can have a significant impact on organizational performance as well as lead to a more positive organizational image, recruitment and Selection are vital processes for a successful organization, having the right staff can improve and sustain organizational performance. Also, effective recruitment and selection is central and crucial to the successful functioning of the organization as it depends on finding people with the necessary skills, expertise and qualifications to deliver the organization's strategic objectives and the ability to make a positive contribution to the values and aims of the organization, Sisson (1994).

Recruitment and selection play a pivotally important role in shaping an organization's effectiveness and performance, if work organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities, recruiting and selecting staff in an effective manner can both avoid undesirable costs for example those associated with high staff turnover, poor performance and dissatisfied customers and engender a mutually beneficial employment relationship characterized, wherever possible, by high commitment on both sides.

2.3. Empirical review

A study made by AbdulQuddus Mohammad (2015), the study investigates the current practices in employee recruitment, selection and retention in family owned small enterprises, so that new models can be developed. The researcher adopted the quantitative and qualitative approaches; the data was collected by using questionnaires and semi structured interviews using convenience sampling. Out of the 150 administered questionnaires, 120 were returned, out of which 100 were selected upon which the analysis is based. The results suggests that majority of FOSMEs do not have several individual staffing practices have been found to be positively associated with various measures of firm performance. For example, a study by David Terpstra and Elizabeth Rozell, A composite selection index was developed for all of these techniques Terpstra and

Rozell surveyed over 200 firms in order to determine the relationship between these selection techniques and the following measures of firm performance: annual profit, growth in profit over a five-year period, growth in annual average sales over a five-year period, and a composite or overall performance measure..

The Delaney and Huselid, The Role of Nonetheless, these measures correlated highly with accounting data obtained for a subsample of over 60 of the firms in the survey. The results of the study provide strong evidence that these selection Human Resource Management Practices on Perceptions of Organizational Performance the study examined selective staffing through analysis of perceptual measures of the organizational performance. For organizations in the for profit sector of the survey, staffing selectivity was significantly related in a positive direction to organizational performance.

According to Ogohi (2019) in his study concluded that automating the recruitment and selection process by integrating e-recruitment software with the existing recruitment activities provides competent and cost effective procedures for human resource hiring managers and line managers nothing that implementing the best practice with the support of e- recruitment software insures that organizations are efficient in identifying and retaining talented individuals.

According to Kar and Bhacharya(2019) online recruiting allows better targeting and greater availability of candidates for employers rather than the traditional method of advertising in newspaper on TV and radio stations.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1. Research Design

The research design selected for this study was descriptive research design with mixed approach (both qualitative and quantitative). The research proposes to assess the role of recruitment and selection practice on organization performance in ethio telecom wolkite branch. The study was based on the use of questionnaire and interview. These approaches are used because they were satisfactory tools for collecting data for the sample. Population, sampling size and Sampling procedure

3.2. Population of the study

The term population refers to the entire group of individuals, objects or event having common observable characteristics in which the research is interested in studying. According to Doku (2011), population of a study constitutes all individual items or organization whose contribution is primarily providing relevant information to the research. Therefore, as per data collected ethio telecom has 50 employees who are working in ethio telecom of districts in the wolkite Brach. So, the target population for the study consisted all employees, who work at wolkite Branch.

3.3 SOURCES OF DATA

i primary data sources
Primary data sources is the most valuable to address this particular research which was collected directly from the employees of the organization.
Usefully tools to collect primary data:- are questionnaire and interviews

ii Secondary data sources:-
Secondary data has also great contribution for the definition of research problem. There fore the most common sources of secondary data are books, research finding recorded document and annual reports of the organization.

3.4. Sampling Techniques and Procedure

The total number of employees of ethio telecom head office in wolkite are 50 from this total population, the male employees are about 48 and females are about 2.all employees were taken to conduct this study. Since the numbers of permanent employees are not too large, the researcher was use census type of survey to conduct the study

3.5. Data Collection Methods

The data was collected from the employees of the district office: the employees of the District office is the target population of the study. The study was used both primary and secondary data. The information concerning on the situation mainly was collected from the employees of the organization and human resource manager of the district.

3. 6. Method of Data Analysis

In order to analyze data, descriptive data analysis techniques were used to show or summarize data in a meaningful way. The researcher was used both qualitative and quantitative data analyzing methods. After collecting and sorting all relevant primary data using the data document analysis.

3.7 ethical consideration

Study respondents' willingness to participate in the study is respected and verbal consent was taken. Name of personalities were not mentioned in the report without consent in any case.

CHAPTER FOUR

4. DATA PRESENTATION AND ANALYSIS

4.1 Questionnaire Analysis

In this chapter data are presented in tabular form and percentage and as well as analyzed and interpreted to explain the finding on the study. The main data were collected from employees of ethio telecom in the wolkite branch. The researcher distributed questionnaires to employees and interviewed managers of organizations to get relevant information for the study. Questionnaires were distributed for 50 employees of organization and all of the respondents are field the questionnaire.

Table 4.1 Respondents personal information

No	Item	Respondents	
1	Sex:-	Number	percentage
	Male	48	96%
	Female	2	4%
	Total	50	100%
2			
	Age- group 21-30	27	54%
	31-45	17	34%
	45 and above	6	12%
	Total	50	100%
3	Educational status		
	-Certificate	--	--
	-Diploma	8	16%
	-Degree	32	64%
	- MBA	10	20%
	Total	50	100%
4	Marital status – marred	19	38%
	unmarried	31	62%
	divorced	--	--
	widowed	--	--
	Total	50	100%

Source, primary data, 2025

According to information given in the item table 4.1, out of 50 total respondents about 96% (48) and 4% (2) are said male and female respectively we can conclude that most of the ethio telecom in the wolkite District employees are male and the manager expect to balance the ratio. From

the responses related to age group, out of 50 total respondents, 20-30, 31-45 and 46 above are 54% (27), 34% (17) and 12%(6) respectively are found in between 20-30 age group.

And also, from the data related to the respondents educational status from 50 total respondents, 64%(32) respondents are said degree holder and about 16% (8) are diploma holder and also about20%(10)are MBA in that organization . Form this data we can easily understand that most of the employees of the organization are degree holder and there is no employees who have certificate and high school completion card. Finally from the data shows marital status, out of 50 total respondents, 62% (31) are said unmarried, 38 %(19) are said that they are married and there is no respondent who said widowed and divorced. Then we can understand that employees of these organizations are unmarried.

B/ responses on questions related to employee recruitment

Table 4.2 responses on source of recruitment

No	Items	Respondents	
5	Does the organization make recruitment process?	Number	percentage
	Yes	47	94%
	No	3	6%
	Total	50	100%
6	If you say "Yes" Q no 5, which source of recruitment it uses?		
	Internal ----------	9	18%
	External ----------	5	10%
	Both----------	36	72%
	Total	50	100%

Source, primary data, 2025

As shown in table 4.2, out of 50 total respondents about 94% (47) said yes the recruitment process is takes place in the organization and the rest 6 %(3) are said no. Then from this data the researcher can understand that the organization makes effective recruitment. From the data shows source of recruitment out of 50 total respondents, 18%(9),are said internal, 10%(5) are said external and 72%(36) are said both. The researchers conclude that the organization recruits from both internal and external source of recruitment.

Table 4.3 responses on the alternatives to recruitment

No	Item	Respondents	
		Number	% age
7	Does the organization use alternatives to recruitment?		
	Yes	42	84%
	No	8	16%
	Total	50	100%
8	If you say "yes" on Q 7 how do you rate?		
	Very high	10	20%
	high	15	30%
	Medium	22	44%
	Low	2	4%
	Very Low	1	2%
	Total	50	100%
9	Which type of alternative is it uses more?		
	contingent worker	24	48%
	Out souring	6	12%
	Employee leasing	9	18%
	Over time	11	22%
	Total	50	100%

Source, primary data, 2025

As introduced from response table 4.3 from 50 total respondents, 84% (42) said yes and others s 16% (8) are said no That means 84% (42) of the respondents believe that the organization use alternative to recruitment. From the above study we can generalize that the ethio telecom District at wolkite branch uses different alternatives to recruit new employees. The responses for the eight question the rate how the ethio telecom organization use these alternatives, out of 50 total respondents, about 10% (20) are said high,15%(30), medium 22% (44), 2 % (4) and very low 1% (2). Thus the researcher can understand that the rate how the organization focuses on alternatives to recruitment is medium. Finally from the data shows type of alternatives to recruitment, from 50 total respondents, 48% (24) are said the organization use contingent worker and the rest are said out sourcing 12% (6), employee leasing 18% (9) and over time 22% (11) respectively. Therefore from this data the researcher can conclude that the organization use contingent worker more than other alternatives to recruitment.

Table 4.4 responses on factors that affect recruitment process.

No	Item	Respondents	
		Number	% age
10	Which is/are internal factors affects the organizational recruitment process?		
	Working condition	27	54%
	Relations with labor unions	13	26%
	Organizations climate.	10	20
	All factors can affect	--	--
	Total	50	100%
11	Which is/are external factors affect employee recruitment		
	Competition	15	30%
	Labor market	17	34%
	Economic trends	7	14%
	Government regulation	7	14%
	Social attitude	4	8%
	All factors can affect	--	--
	Total	50	100%

Source, primary data, 2025

As can be seen the table 4.4 out of 50 total respondents, 54% (27) are said working condition and the rest said relation with labor unions 26%(13) organizational climate 20% (10) and there is no

respond who said all factors. This indicates that the most internal factor affect the organizational recruitment process is working condition and the manager expect to influence such condition. Concerning the external factors, out of 50 total respondents, 34% (17) are said labor market and the rest are said competition 30% (15), Economic trends 14 (7), government regulation 14% (7), social attitude 8% (4) and there is no respondent who said all factors respectively. The result indicate that the most external factors that affect organizational recruitment process is labor market.

Table 4.5 response on employee evaluation for internal recruitment.

No	Item	Respondents	
		Number	% age
12	Do you believe that the evaluation made to recruit from internal is directly job related?		
	Yes	37	74%
	No	13	26%
	Total	50	100%

Source, primary data, 2025

The above table describes 74% (37) are said yes and the rest 26% (13) are said no that means the evaluation method that that the organization used to recruit from internal is directly job related. There fore such evaluation method to recruit from internal of the organization enhance their performance.

Table 4.6 Recruitment opportunity of the organization

No	Item	Respondents	
		Number	% age
13	Do you believe that the recruitment process of an organization has equal chance for both sex?		
	Yes	33	66%
	No	17	34%
	Total	50	100%

Source , primary data, 2025

With regard to the organizational recruitment process from table 4.6 above out of 50 total respondents 66% (33) and 34% (17) are said yes and no respectively. Since the majority of respondents said yes. It shows that the organizational recruitment process have equal chance for both sex that means male and female.

Table 4.7 treatment made for disable applicants

No	Item	Respondents	
		Number	% age
14	Does the organization give special treatment for disable applicants? Yes No	 21 29	 42% 58%
	Total	50	100%

Source, primary data, 2025

From table 4.7 above in relation the treatments made for disable applicants, out of 50 total respondents, 42% (21) and 58% (29) are said yes and no respectively that means the ethio telecom in the wolkite district branch organization gives nothing special advantages or treatments for disable applicants. From this data, the researcher can understand that ethio telecom organization made nothing equal employment opportunity for disable applicants.

Table 4.8 the rate how the organization focus on source of recruitment.

No	Item	Respondents	
		Number	% age
15	How much the organization focus on internal recruitment?		
	Very high	11	22%
	High	11	22%
	Medium	28	56%
	Low	--	--
	Very low	--	--
	Total	50	100%
16	How much the organization focus on external recruitment?		
	Very high	4	8%
	High	2	4%
	Medium	26	52%
	Low	15	30%
	Very low	3	6%
	Total	50	100%

Source, primary data, 2025

On the above table 4.8 out of 50 total respondents, 56% (28) are said medium and the rest are said very high 22% (11), high 22% (13), there is no respondents who said low and very low respectively. On the other hand from the same table 4.8 out of 50 total respondents, 52% (26) said medium and the rest are said very high 8% (4), high 4% (2) low 30% (15) and very low 6% (3) respectively. Thus shows the rate how the organization focus on external recruitment is medium.

Table 4.9 responses on factors affecting external recruitment.

No	Item	Respondents	
		Number	% age
17	Do you think that external recruitment has problem for the organization?		
	Yes	29	58%
	No	21	42%
	Total	50	100%
18	If you say "yes" Q 17, which problem can be occurring?		
	Its cost ness	20	40%
	It needs long time training	12	24%
	It affects exist employee's	8	16%
	All are occurring	10	20%
	Total	50	100%

Source, primary data, 2025

From the data on the table 4.9, out of 50 total respondents, 58% (29) are said yes and 42% (21) are said no which means the external recruitment have some problems or affect the organizational performance activities. From the same table 4.9 out of 29 total respondents, 38 % (11) are said that external recruitment needs long training and the rest are said it is costly 27.5 % (8), it create immoral for senior employees 13.8% (4) and all are occurring 20.7% (6) respectively. These show us the most problem of external recruitment is that it needs long training.

C/ organizational employee selection activities

Table 4.10 factors affecting employee selection process.

No	Item	Respondents	
		Number	% age
19	Which is/are factors affecting employee selection process?		
	legal consideration	7	14%
	speed of decision making	6	12%
	organizational hierarchy	9	18%
	pool of applicants	15	30%
	all factors are affecting	13	26%
	Total	50	100%

Source, primary data, 2025

From the above table 4.10 out of 50 total respondents, 30% (15) are said pool of applicants and the rest are said legal consideration 14% (7), speed of decision making 12% (6), organizational hierarchy 18% (9), and all factors 26% (13) respectively. From these data we can understand that the most factor that affect the organizations selection process is pool or largeness of applicants.

Item	Respondents	
	Number	**% age**
Which is/are employee selection criteria's that the organization uses more?		
formal education	8	16%
experience	10	20%
personal characteristics	4	8%
physical characteristics	6	12%
It uses all criteria	22	44%
Total	50	100%

Source primary data 2025

From table 4.11 above, out of 50 total respondents 44% (22) are said all of criteria's and the rest are said formal education 16% (8), experience 20% (10), personal characteristics 8% (4), and physical characteristics 12% (6) respectively. Since the majority of respondents are said all criteria are we can say that the organization uses all criteria's stated above for the purpose of employee selection.

Table 4.12 Employees selection activities /process

No	Item	Respondents	
		Number	% age
21	Do you believe that the selection process have equal chance for both sex? Yes No	 24 26	 48% 52%
	Total	50	100%

Source primary data 2025

As the data depicted on the above table 4.12 out of 50 total respondents, 48 %(24) and 52 %(26) are said yes and no respectively. That means the majority of respondents said no that means there is no equal chance for both sex or male and female applicants, therefore the manager gives priority for females, friends and their relatives. Therefore we can understand that such selection process is forbidden for the organizational performance.

Table 4.13 treatments made for new applicants

No	Item	Respondents	
		Number	% age
22	Does the organization give good treatment for new applicants? Yes No	 40 10	 80% 20%
	Total	50	100%

Source, primary data, 2025

As introduced in table above out of 50 total respondents 80% (40) are said yes and the rest 20% (10) are said no which means the organization gives good treatment for all new applicants as the majority of respondent's response. From this data the researcher can conclude that it is achieving its performance at good position.

4.2. Interview Analysis

Interview data is the second primary data that the researcher used to complete this particular study.

This data was collected by conducting a face to face interview with the human resource manager in the form of question and answer from ethio telecom organization in the wolkite district and the data provide you with the information collected from the manager word of mouth. Then the researcher analyzed these raw data that was collected from the manager's word of mouth.

4.2.1. Methods of recruitment

What types of recruitment methods your organizations follow?

The researcher was collected the necessary information or data's by interviewed with the human resource manager of the ethio telecom organization. As the information shows the manager of ethio telecom uses different recruitment methods among this bullet board announcement and mass Medias. Specially most of the time they use newspaper to advertise vacancy position that provide it with a pool of applicants and in turn to enables them to get the most qualified employees.

4.2.2 Alternative selection criteria's of the organization

What are your alternative selection criteria's?

There are different criteria alternatives for employee selection like their cumulative education result (GPA), interview examination that help them to remove the least qualified or unproductive applicant immediately.

4.2.3 Factors affecting employee's recruitment

What are the factors that affecting employee recruitment in your organization?

The human resource manager of the head office responded that experience and personal characteristics, can affect employee recruitment. External recruitment also affect the existing employees because the organization have the only chance forced to recruit from external when it couldn't get the qualified employees from the existing employees that can feet the required criteria's for the open position and finally from a number of factors that affect the recruitment are:- residential place of the organization and the organization pay less salary for new employees are some of the most factors that currently affecting the organizational recruitment process.

4.2.4 The selection process of the organization

What are the selection procedures of your organization?

There are many procedures the organization follows to select the best employees among them

1. Developing selection criteria
2. Developing an evaluation form.
3. Developing interview questions
4. Developing candidate specific questions.
5. The supervisory interview
6. Realistic job preview

7. Making the hiring decision

8. Candidate notification

9. Evaluating the selection process

All those listed procedures are the organization’s selection process the human resource manager of ethio telecom wolkite branch respond.

CHAPTER FIVE

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusion

This study investigated the recruitment and selection processes at Ethio Telecom, focusing on the Wolkite District branch. The findings reveal several critical insights into the current practices and their implications for the organization. The conclusions drawn from the research are as follows:

- Demographics of Employees: The workforce at Ethio Telecom's Wolkite District branch is predominantly composed of young professionals, with a significant proportion holding university degrees. Specifically, employees aged between 20 and 30 years represent the largest demographic group. This youthful workforce suggests a potential for high energy and innovation but may also indicate a lack of experience in certain roles.
- Recruitment Policies: Ethio Telecom employs a dual approach to recruitment, utilizing both internal (promotions and transfers) and external (job postings, advertisements) sources. However, there is a noticeable reliance on contingent workers, which raises concerns about workforce stability and continuity. The heavy use of temporary staff can lead to challenges in maintaining service quality and organizational culture.
- Evaluation Methods: The organization primarily employs job-related evaluation methods for internal recruitment, ensuring that candidates are assessed based on their qualifications and job performance. However, it has been noted that there is a lack of accommodations for disabled applicants during the selection process, which may limit diversity and inclusivity within the workforce.
- Focus on Recruitment: Ethio Telecom demonstrates a moderate level of commitment to both internal and external recruitment strategies. While external recruitment can bring fresh perspectives, it also incurs significant costs related to training new hires and integrating them into the company culture. This dual focus may dilute the effectiveness of recruitment efforts.

- Selection Criteria: The criteria used for candidate selection are multifaceted, encompassing formal education, relevant work experience, personal attributes, and physical characteristics. However, there is evidence of bias in the selection process,
- with a tendency to favor candidates with personal connections or to prioritize female candidates over equally qualified male candidates. Such practices can undermine meritocracy and affect employee morale.
- Recruitment Methods: Various recruitment methods are employed, including bulletin board postings and advertisements in local newspapers. While these methods are effective in reaching potential candidates, there is a concern regarding the salary disparities between new hires and existing employees, which could lead to dissatisfaction among current staff.
- Effectiveness of Recruitment Processes: Overall, the recruitment and selection methods currently employed by Ethio Telecom are deemed ineffective. The high turnover rates and challenges in filling vacancies suggest that the processes do not adequately meet the organization's needs or align with its strategic goals. As a result, organizational performance may suffer due to a lack of skilled personnel in critical roles.

5.2 Recommendation

- From the finding of this particular study, the researcher forwarded the following recommendations for the ethio telecom organization of wolkite branch district particularly for internal concerned bodies.

✓ Enhance Educational Opportunities: Management should invest in continuous professional development programs for employees. By providing educational opportunities such as training sessions, workshops, and sponsorship for further studies, Ethio Telecom can elevate the skill levels of its workforce. Promoting diploma holders to degree holders through such initiatives can lead to improved job performance and employee retention.

✓ Prioritize Permanent Employment: To foster a stable workforce, Ethio Telecom should prioritize hiring permanent employees over contingent workers. This shift will not only enhance employee loyalty but also improve overall productivity and service quality.

Establishing clear pathways for career advancement within the organization can also motivate employees to remain long-term.

- ✓ Improve Working Conditions: Management must address internal factors that affect employee satisfaction and retention. This includes ensuring safe working conditions, providing adequate security measures, and offering comprehensive insurance coverage for employees. A positive work environment contributes significantly to employee morale and can reduce turnover rates.
- ✓ Implement Market-Based Salary Structures: To attract and retain qualified candidates, management should conduct regular market analyses to ensure that salary offerings are competitive within the industry. By aligning compensation packages with market standards, Ethio Telecom can enhance its appeal as an employer of choice and reduce turnover associated with salary dissatisfaction.
- ✓ Ensure Equal Opportunities for Disabled Applicants: The organization should implement policies that provide special accommodations for disabled applicants during the recruitment process. This commitment to inclusivity not only complies with legal requirements but also enriches the workplace by fostering diversity and bringing different perspectives to the team.
- ✓ Strengthen Internal Recruitment Efforts: Given the challenges associated with external recruitment, management should place greater emphasis on internal recruitment strategies. By promoting from within, Ethio Telecom can leverage existing talent, reduce training costs, and enhance employee morale through clear career progression opportunities.
- ✓ Streamline Applicant Screening Processes: To improve efficiency in the selection process, management should consider implementing preliminary screening interviews or assessments that quickly identify unqualified applicants. This approach allows hiring managers to focus their efforts on a more refined pool of candidates, ultimately leading to better hiring decisions.
- ✓ Address Discrimination in Selection Practices: It is crucial for management to review and revise selection criteria to eliminate biases based on personal connections or gender preferences. Implementing standardized evaluation metrics can help ensure that all candidates are assessed fairly based on their qualifications and capabilities.

- ✓ By adopting these recommendations, Ethio Telecom's Wolkite District branch can significantly improve its recruitment and selection processes, leading to enhanced organizational performance, increased employee satisfaction, and a more robust workforce equipped to meet future challenges.

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APPENDEX

WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Part I Questionnaire

Dear respondent:- I am graduating class student conducting research study on "the role of employee recruitment and selection practice on the organizational performance"in case of ethio telecom wolkite branch for the purpose of partial fulfill meant of bachelor Degree (BA) in management. So, you are kindly requested to give accurate and relevant information which is the most valuable input for the success of my study. Please be aware that there is no any political, economical, social or psychological harm on you due to responding these questions. There fore the researcher hopes that you will be answer all questions confidently and frankly.

Thank you in advance for your cooperation.

Instructions.

Don't write your name.

put “√” sign in the box for multiple questions.

A. Demographic characteristics of respondents in ethio telecom

1. Sex A. Male B. Female ☐

2. Age group: A. 20-30 B. 31-45 C. 46 and above

3. Education status: -

A.MBA C. Diploma ☐

B. Degree ☐ D .Certificate ☐

4. Marital Status: A. ☐rried ☐B. Divorced ☐C. UN married ☐

D. Widowed ☐☐ ☐ ☐

B. responses on employee recruitment policies of ethio telecom

5. Does your organization make recruitment process?

A. Yes ☐ B. No ☐

6. If we say "yes" on question 5, from which source it recruit? A. External ☐ B. Internal ☐

C. Both ☐

7. Does the organization use alternatives to recruitment?

A. Yes ☐ B. No ☐

8. If you say "yes" Q No 7, how do rate? Very high

A. High B. Medium C. Low ☐. very low ☐

9. Which type of alternatives is/are it uses more?

A. Contingent worker ☐ D. over time ☐

☐

B. out source
C. Employee leasing ☐

10. Which is/are internal factor affect the organizations recruitment process?
A. Work condition ☐
B. relational with labor unions ☐
C. Organizational climate ☐
D. All factors are affecting ☐
11. Which is/ are external factors affecting employee recruitment process?
A. Competition ☐ D. Government regulation ☐
B. Labor market ☐ C. Social attitude ☐
C. Economic trends ☐ F. all factors are affecting ☐
12. Do you believe that the evaluation method that the organization uses to recruitment from internal is job related?
A. Yes ☐ B. No ☐
13. Do you believe that the recruitment process of an organization have equal chance for both sex?
A. Yes ☐ B. No ☐

14. Does the organization give special treatment for disable applicants?
A. Yes ☐ B. No ☐

15. How much the organization focus on internal recruitment?
A. Very high ☐ B. High ☐ C. Medium ☐ Low ☐
E Very Low ☐
16. How much the organization recruits from the external frequently?
A. Yes ☐ B. High ☐. Medium ☐. Low ☐
E. very low ☐
17. Did you think that that external recruitment has problem impact for the organization?
A. Yes ☐ B. No ☐
18. If you say "yes" for question No/ "17", which problem can be occur?
A. It is costly ☐
B. It needs long time training ☐
C. It is immoral for senior employees ☐
D. all are occurring ☐

C. Responses on employee selection activities of ethio telecom
19. Which is/ are factors affecting employee selection process?
A. Legal consideration ☐ E. All factor are affecting ☐
B. Speed of decisions making ☐
C. Organizational hierarchy ☐

D. Number of applications ☐

20. Which is/are employee selection criteria that organization uses more?

A. Formal education ☐ E. It uses all criteria ☐

B. Experience ☐

C. Physical character ☐

D. Personal character ☐

21. Do you believe that selection process of an organization have equal chance for both sex?

A. Yes ☐ B. No ☐

22. Did the organization give good treatment for new applicants?

A. Yes ☐ B. No ☐

23. How much the organization focus on applicant's experience?

A. Very high ☐ B. High ☐ C. medium ☐ D. low ☐

E. Very low ☐

I. Interview for manager of ethio telecom District at wolkite branch.

1 What are the main recruitment methods your organizations follow?

2. What are your alternative selection criteria?

3. What are main factors affecting employee recruitment in your organization?

4 .what are the selection procedures of your organizations?