

# **WOLKITE UNIVERSITY**



## **COLLEGE: FACULTY OF BUSINESS AND ECONOMICS**

### **DEPARTMENT OF MANAGEMENT**

**ASSESSMENT OF THE RECRUITMENT, SELECTION AND  
PLACEMENT : (IN CASE ON WOLKITE UNIVERSITY)**

**ARESEARCH ESSAY PAPER SUBMITTED TO PARTIAL  
FULFILLMENT OF THE REQUIREMENT FOR DEGREE IN  
MANAGEMENT**

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April, 2017 E.C  
WOLKITE, ETHIOPA.**

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## ACKNOWLEDGEMENT

First of all would like to thanks our lord God who helped in every activities of our life. Second gratitude goes to our advisor Wubye for her valuable and continuous suggestion constructive Comment. Thirdly we would like to express our heartfelt gratitude for our family to support by morally and financially. Lastly, we would like to think for the employees of wolkite university HRMD office those who provide to our all the necessary information whenever we need it and filling to questionnaires with a great collaboration.

## ABSTRACT

*The world different types of resources including materials, finance, information and human throughout resource are very essentials for different organizations. Among these, human resource is the key that holds all together and guider their use to achieve results. The study used assessed recruitments, selection and placement in Wolkite University Adoptability to enable the organization to meet its objective. The objective of this study would be to state briefly the recruitments, selection, and placement concepts, methods and problems practiced by the human resources management office Research methodology is away to systematically solve research problem through quantitative and qualitative research methodology, research design has been through descriptive research design, qualitative and quantitative data type and both primary and secondary source used. Using randomly sample out of all employee. Target population employee of Wolkite University in recruitments, selection and placement practices.. Method of data collection used both primary and secondary source. Through questionnaires in support of interview and observation data has been gathered by questionnaire and interviewee analyzed by using table percentage. According to the findings the researchers concluded that there are some problem which needs special attention in employee of recruitment, selection and placement process HRMD office.*

## ACCRONYM

- HRMD; human resource management and development
- WKU; wolkite university

# CHAPTER ONE

## 1. Introduction

### 1.1, Background of the Study

Different organizations use different types of resources including materials, finance, information and human resource. Throughout the world all of those are crucial inverting degrees in different organization. But human resource is the key that holds all together and guides their use to achieve results (Mathis and John h. Jackson 1997; p38).

“The practice of an organization involves the process of analyzing present and future need for human resource and obtaining personnel to meet these needs. Effective staffing furthermore, includes the developing and maintaining of adequate sources of human resources from which applicants, may be recruited and selected” (Chruden, 1976 p98).

It is common practice to fill vacant position by recruiting potential applicants from different sources, although the practice of one organization differ from other organizations, this is due to different in the activities, missions, objectives and others (Lieberman,1959).

According to Bratton and Gold (2007, 239) the process-putting the right people in the right time is one of the most critical tasks any organization faces. The quality of work performed can be only as high as the capabilities of the people performing it. Generally, in Ethiopia different organization applies recruitment; selection and placement of human resource are a common practice in old or in newly established organization. The differently involved in attracting qualified applicants, selecting those who best fit for the vacancy position and socializing them in the organization was deal in this study Wolkite university is one of higher education institution in Ethiopia southern nation regional state in wolkite Town.. The University is located in the Southern Nation Nationalities Regional State, in Guraghe zone, 158 km southwest of the capital city, Addis Ababa, on the way to Jima. In November 2001 the late prime minister, his Excellency

Mr. Meles Zenawi, laid the foundation stone of the University in a plain landscape which is quite ideal for academic pursuit. It is situated at Gubreye sub-city, 14 km away from Wolkite town, of the gubreye-butajira road. The major link road to the University is a direct route to Wolkite-Jimma, Wolkite-Hossana and wolkite-Butajira.

## **1.2 statement of the problem**

Recruitment, selection, and placement are key functions within any organization. This study focuses on assessing the recruitment, selection, and placement practices at Wolkite University, particularly within the Human Resource Management Office. The aim is to ensure that the university recruits and retains staff with the necessary skills, talents, competencies, multicultural awareness, and adaptability to meet its objectives (Griffin, 2006).

The success or failure of an organization in delivering services largely depends on the effective utilization of human resources. In today's rapidly changing environment, organizations must recruit and select qualified individuals who can help achieve institutional goals and meet evolving needs (L. Card, 2003).

Although previous studies have explored recruitment, selection, and placement processes and practices, they have often overlooked the factors that affect these processes (Glueck, 1982, p.23). Most past assessments focused on procedures and general challenges without providing an in-depth analyzing the underlying factors that influence these HR functions.

Therefore, this study aims to assess not only the processes and challenges of recruitment, selection, and placement but also the factors affecting these practices at Wolkite University.

Although some studies have examined the recruitment, selection, and placement practices at organizational levels, there is limited research that specifically investigates the factors influencing these practices within public universities like Wolkite University. This study addresses this gap by exploring both the practices and the critical factors affecting recruitment, selection, and placement in the context of a public university setting. Finally, the research offer practical solutions and recommendations for improving the effectiveness of the HR recruitment system.

### **1.3. Objectives of the Study**

#### **1.3.1. The General objective**

The general objective of the study assessment of the employment recruitment, selection and placement practice in wolkite University and identify major problem areas and suggest suitable solutions and recommendations to improves the recruitment, selection and placement practice in wolkite university.

#### **1.3.2. Specific objective**

- ❖ To identify the methods and procedures of recruitment, selection and placement of employees in wolkite university.
- ❖ To explain the source of recruitment, in wolkite university.
- ❖ To identify the challenges faced during recruitment, selection and placement of employees in wolkite.
- ❖ To evaluate the effectiveness of recruiting and selecting activities.

### **1.4 Research Questions**

1. What are the methods and procedures of recruitment, selection and placement of employees in wolkite University?
2. What are the sources of recruitment in wolkite University?
3. What are the challenges faced during recruitment, selection, and placement of employees in wolkite University?
4. Is there an evaluation of the effectiveness of recruiting and selection activities?

### **1.5 Significance of the Study**

The study will enhance the image of the organization with potential recruit , this is to say if the result suggest that the university is practicing a good policy of recruiting, selecting and placing of employees. Potential recruits who do have the access to the research paper, will be attracted to the university, even to the extent of sending self-solicited application form. This topic has been chosen to point out that recruitment, selection and placement procedures are important aspects of

organizations that will determine their survival in dynamic and competitive environment. So the study serves as a reference material for other researchers who are interested in the topic of the investigation in more detailed and in a more organized way. In addition to this the study also used to develop the research experience of the writer in areas such as a research techniques and reporting methods.

It is hoped that this research paper's conclusion and recommendation will be given due consideration by the university and others on the same line of business and help organizations in realizing the problems relating to these three activities.

Moreover, through the investigation of recruiting and selecting policies and procedures, the finding will enable the university officials to understand more about the current and anticipated forces that are likely to affect not only recruitment and selection activities of the university but also the operation of the university as a whole.

### **1.6 Scope of the Study**

The scope of the study was limited on the range of the assessment of challenge of recruitment; Selection and placement practices in wolkite University at Human Resource Management development office.

### **1.7 limitation of the study**

Even though the researcher used our maximum effort to make the study, they face some limitation

Which are occurred during the study? This limitation includes;

- Time constraint for data collection and analysis.
- Lack of full secondary source, computer skill.
- Scarcity of reference book
- The attempted carelessness of some respondent

### **1.8 different key terms**

- Recruitment; involves seeking and attracting a pool of employee from which qualified candidates for job vacancies can be chosen.

- Selection; it is the process of choosing the individual who can most successfully perform the job from the pool of qualified candidates.
- Placement; put the right candidates at the right places

## **1.9 Organization of the Study**

The paper was consisting of five chapters which all are the main bodies of the paper those are, Chapter one includes; back ground of the study, statement of the problem, objective of the study significance of the study, scope of the study, limitation of the study. Chapter Two; Review of R elated Literature. Chapter three includes; research methodology, research design, target population, sampling design and technique, source of data collection chapter four data analysis and interpretation chapter five conclusions and recommendation

# CHAPTER TWO

## 2, REVIEW OF LITERATURE

### 2.1, Introduction

Human resource planning is a highly complex area of work and requires specialized skills. However, it is linked very closely to the supply and demand of labor with the purpose of bringing about equilibrium of man power within an organization (Armstrong, 2001, p19).

Human resource planning is the process of analyzing and identifying the need for and availability of human resources so that the organization can meet its objective (Robert L. Mathis and John H. Jackson; 1997 p38).

The approach to man power planning needs to be flexible due to this plan can be developed as time and situation dictate. This requires analytical and diagnostic skills from the planner who attempt traditionally to seek to calculate man power needs in the short, medium and long term. The term recruitment, selection and placements could generate goals of applicants who desire to be selecting (Gerard, 2006). The responsibility of recruitment, selection and placement, as in all good human resource practices, is shared between line management and the personnel function. The personnel function (Cowling and Mailer; 1992: p-41).

According to John M. Ivance Vich and William F. Glueck, (1989; P-186) the major human resource activities are:-

- Human resource planning
- Equal employment opportunity
- Job analysis
- The staffing process (Recruitment, selection and placement)
- Performance evaluation
- Training and development
- Career planning and development

- Compensation
- Benefits and services
- Safety and health

## **2.2 Method of Recruitment Selection and Placement**

Unlike many other topics in the human resource Management are number of studies and considerable bodies of knowledge of recruitment, selection and placement, Review of the better known classic studies can help set the stage for traditional and modern thrones of recruitment, selection and placement John M. Ivancevich and William F. Glueck (1989; P186).

The staffing process putting the right people in the right position at right time is one of the most critical tasks any organization faces. The quality of the work performed can be only as high as the capabilities of the people performing it. The Three initial stages in the staffing process of an organization are recruitment, selection and placement (Tim Elaydon, 2004).

## **2.3 Recruitment**

“Recruitment is the first in the hiring process. The goal is to attract qualified people whose skills and experience meet the demands of the job you want to fill. Once you have an initial pool of qualified people, you can use interviewing and references to screen for other desirable qualities. The process of finding and attracting capable applicant for employment, the process begins with new employees are sought and ends when their applications are submitted. The result is a pool of applicants from which new employees are selected (Werther and Davis 2009P-195)

Different authors have defined the term recruitment at different manners, but the essence of their general understanding is the same. It is the process to obtain employees who have the abilities and attitude desired by the organization. To obtain these employees the organization focused on finding skilled man power, because the success and failure of the organization depends on its work force. Among any other resources human resource is the most important and determinant resource of organization (M. Stewart 1987:P-171).

“People are major resources common to all organizations. Money is the other and you need the people to obtain and use money properly even in a nonprofit making environment.”

Thus obtaining the right people at the right time, in the right place from the right source is implicitly getting money and using it properly

## **2.4 Sources of Recruitment**

According to (Noeetal.2009) there are two source of recruitment thus are internal and external.

Both pros and cons are associated with promoting from within (internal source for recruitment) and hiring from outside the organization (external recruitment) to fill openings Promotion from within generally is thought to be a positive force in rewarding good work, and some organizations use it well indeed. However if followed exclusively it has the major disadvantage of perpetuating old ways of operating. In addition there are equal employment concerns with using internal recruiting if protected class members are not represented adequately in the organization. Recruiting externally can infuse the organization with new ideas. But recruiting from outside the organization for any but entry-level positions presents the problem of adjustment time for the new persons.

Most organizations combine the use of internal and external methods. Organizations that operate in a rapidly changing environment and competitive conditions may need to place a heavier emphasis on external sources as well as developing internal sources. However, for those organizations existing in environments that change slowly, promotion from within may be more suitable.

In support of Cowling and Mailer [1992: P42] vacancies usually arise because of the departure of existing employees (Labor turn over), but may also come about because a new position has been created. In either case it is important to check whether internal organization or temporary staff can make recruitment superfluous.

“Once the organization has decided to recruit additional employees, it is faced with two recruiting decision: when to search (sources) and how to notify applicants of the positions. Two sources of applicants could be used. Internal (present employees) and external (those not presently affiliated with the organization).” [M.Ivancevich and Glueck; 1989: P-234].

## **2.4.1 Internal sources recruitment**

Search for suitable candidates to fill a confirmed vacancy has been begging within the organization. This practice is good for moral, assures employees of avenues for promotion, and ensures that existing talent is not over looked (Cowling and Mailer; 1992: PP-43).

According to Anthony, Perrewe and Kacmar (1993; p-276) finding qualified applicants in the organization is the main goal of the internal recruiting effort, there are several methods for locating these applicants. Among the most common are job positing referrals and skill inventories.

### **➤ Job Posting**

It involves announcing job opening to all current employees. Bulletin board notices or printed bulletins can be used for this purpose. The announcement carry information about the nature of the position and the qualification needed, and any employee who is interested may bid on the job that is, enter the completion for it. Job posting can help to ensure the minority workers and other disadvantaged groups become aware of opportunities to move up in the organization (Cowling and Mailer 1992 p.42).

### **➤ Employee Referrals**

A reliable source of people to fill vacancies is composed of friends and family members of current employees. Employees can acquaint potential applicants with the advantages of a job with the company furnish letters of introduction, and encourage them to apply. These are external applicants coming from an internal information source. Utilizing this source is usually one of the most effective methods of recruiting because many qualified people can be reached at low cost. In an organization with numerous employees, this approach can develop quite large pool of potential employees (Noeetal.2009).

Another way to find applicants within the organization is through employee by other departments. Informal communications among managers can lead to the discovery that the best candidate for the job is at a different section of the firm. An excellent source of information is

the current employee who may know someone who would be qualified and interested in the open position. The source of information is very low cost, yet can yield a number of good prospects. Employees usually have a clear understanding of what the job entails and what type of person would fit with the organization (W. French 1990.52)

#### ➤ **Skill Inventories**

Many firms have developed skill inventories of their employees. Information on every employee's skills, educational background, work history, and other important factors is stored in a data base which can then be used to identify employees within the attributes needed for a particular job. (Glueck 1982).

#### ❖ **Advantages and Disadvantages of Internal Source**

##### **i. Advantages**

1. A present employee is more likely to stay with the company than an external Candidate.
2. Better motivation of employees because their capabilities are considered and opportunities offered for promotion.

Internal recruitment is quicker and cheaper (cost effective option) than the external).

##### **ii. Disadvantages**

1. Poor attitude among those employees not selected.
2. It will create a gap in the department from where the employee is taken.
3. Political fighting and create hostile environment.

### **2.4.2 External Sources recruitment**

Many vacancies are filled from external sources; even when an internal candidate is transferred or promoted the final result is usually a vacancy elsewhere in the organization which has to be filled from outside. In support of (Graham and Benet 1992; P-189) external recruitment can be time consuming, expensive and uncertain though it is possible to reduce those disadvantages to some extent by forecast though and planning (Graham and Bennet 1992 p.173-211).

. The main external sources are employment agencies, advertisement, and campus recruitment world of mouth, trade unions, Raiding, box number, Labor union, professional associations, government agencies and customers.

Having more applicants is also a problem to identify the required individuals. Therefore the manpower supply plan needs to contain a comprehensive summary of the market situation and the way it is likely to develop. Often an organization must take a more active and sound recruitment role. Some of the means of finding suitable candidates according to Graham and Bennet (1992:P.173-211) are school and college recruiting, advertising employee exchange, employment agencies, unsolicited applicants or walk-ins or write-ins.

➤ **School and college recruiting:-**

For some organization the major sources of recruit would be universities and training institution as well as schools. Recruiting at high school or vocational schools is often the strategic approach adopted by organizations with position openings at the entry level or in internal training programs. Recruiting at the college level serves as a major source for acquiring managerial, professional and technical skills.

➤ **Advertising**

Newspapers, magazines, television and other print and broad cast media provide an excellent source for recruitment of employees. The main advantage of media advertising is that it reaches large number of people. Its disadvantage is that it cannot be narrowly focused, thus a large number of unqualified candidates has been attracted.

➤ **Employee exchange**

Employee exchange serves as an intermediary between the job seekers and Employers. It is important for employers to find suitable workers without much expense and the job seeker find the job easily.

➤ **Employment agencies**

There could be public or private employment agencies. These agencies have information on job seekers in term of qualifications, skills, interests, etc. and can be a good source of employment by organizations Public agencies are a major source of blue-collar and white-collar works while private agencies are important sources of clerical, white collar and managerial personnel. The

main disadvantage of using such agencies seem to come from the fact that unemployment is still seen by many employing managers as a social stigma and indicative of poor work records.(Gomez 2003)

### ➤ **Unsolicited Applicants**

Unsolicited applicants whether they reach the employer by letter, telephone, or in person, can be a source of prospective applicants. Such applicants are kept in file if there are no particular openings at that time. Qualification on unsolicited applicants is dependent on economic conditions, the organization images, and the job seeker's perception of the types of jobs available. Most of the time unsolicited applicants have been told that no appropriate positions are currently available by the time the position does become open, the applicant may have accepted work elsewhere. Nevertheless carelessness in the handling unsolicited applications can cost a firm some valuable employees, and a cold or haughty attitude in the personnel department. Can have a chilling effect on public attitudes toward the organization.

### ❖ **Advantage and disadvantage of external sources**

#### **A. Advantages**

- i) Large group of people select form infusion of computer ideas secrets
- ii) A new beginning with no political intrigue.

#### **B. Disadvantages**

- i) Longer adjustment period.
- ii) Amoral problem among internal employees.
- iii) On the job behavior is not precisely known

## **2.5 Selection**

Selection is the process of making a "hire" or "no hire" decision regarding each applicant for a job. The process typically involves determining the characteristics required for effective performance on the job and then measuring applicants on those characteristics. The characteristics required for effective job performance are typically based on job analysis which is

systematic summary of job. Depending on the applicant's score on various tests and/or the impressions they have made in interviews, managers determine who would and would not be offered a job. The selection process often involves the establishment of cut scores: applicants who score below these levels are considered unacceptable (Robert Wood and Time panye; 1999: P-199).

Selecting the right set of knowledge, skills and abilities which come packaged in a human being is an attempt to get a "fit" between what the applicant can do and wants to do and what the organization needs. That is made more difficult by the fact that one cannot always tell exactly what the applicant really can and wants to do. Fit between the applicant and the organization affects not only the employer's willingness to make a job offer but also the applicant's willingness to accept the job

More than anything else, selection of human resource should be seen as a matching process. Gaps between employment skills and requirements of the job are common factor that lead to rejection of applications. How well an employee is matched to a job affects the amount and quality off the employees work. This matching also directly affects training and operating costs. Workers who are unable to produce the expected amount and quality of work can cost an organization a great deal of money and time.

## **2.6 The Selection process**

The selection process is a series of steps through which applicants pass. The process determines the candidates who are likely to be successful eliminate those likely to fail. Ultimately, the selection decisions must focus on performance related issues if the selection process is to contribute to the firm's success (wether and Davis; 1993: PP-231).

According to M. Ivancevich and Glueck [1989; p-218-300] the selection process services of specific steps used to decide which recruits should be hired. The process begins when recruits apply for employment and ends with the hiring decision. In the steps in between, the department and the hiring manager match the employment needs of the applicant and the organization.

It is viewed as a series of steps through which applicants are screened out by the organization. These steps are discussed below:

### **2.6.1 Preliminary screening**

The selection process often begins with initial screening of applicants to eliminate those who obviously do not meet the positions requirements by asking straight forward questions. In this step a human resource management specialists or line mangers usually spend a few movements with applicants in what is called preliminary screening.

### **2.6.2 Completion of Application form**

The application form is a sheet or small booklet with blanks to be filled in by the applicants. Applicants who come to an employment office are asked to complete an application black after a screening interview. The data that could be gathered by the forms could be best predictors of future behavior patterns of the employee; it might include data on the person's demographic and attitudinal characteristics and previous work experience in a form that leads itself to psychometric evaluation and interpretation (Mody 2010 p128).

### **2.6.3 Employment tests**

An employment test is a mechanism that attempts to measure certain characteristics of individuals, such as manual, dexterity, qualifications and potential for success. The testing applicants offers some advantages: test results seem to be objective, free from personal bias; and they are usually expressed numerically, so that they lend them selves to statistical analysis and thus can be validated. However there is also disadvantage, selection test may accurately predict an applicant's ability to perform the job, be less successful in indicating the extent to which he individual have want to perform it. (Mody 2010 p129)

### **2.6.4. Employment interview**

Interviews can be used at several stages of the selection process. Employment interviews are part of almost all selection procedures. Although employment interview can be the least objective part of the process they are generally considered the most valuable.

Interviews are also likely to have the greatest impact in the applicant, contributing more than any other element to his or her view of the firm and attitude toward the job.

### **2.6.5. Reference checks and Recommendations**

Reference checks involve communicating with previous employers and others who can provide information about applicant. Applicants are asked to provide a list of references of past supervisors and others. The checks serve for two purposes: They verify (or contradict what the applicant has told the organization, and they produce supplemental information that can be very useful hiring decisions.

### **2.6.6. Medical /physical examination**

As one off the final steps before the hiring decision, a physical examination may be conducted by a physician or nurse appointed by the organization. In some organizations the candidates fill out a health questionnaire, and only those with apparent problems are referred to a physician.

According to M. Ivancevich and Glueck (1989: pp-301) the reasons for such a requirement include:

- i) In case of later workers' compensation claims, physical conditions at the time of hiring should be known.
- ii) It is important to prevent the hire
- iii) Ring of those with services communicable disease.
- iv) It may be necessary to determine whether the applicant is physically capable of performing the job in question.

### **2.6.7 Placement employees.**

Is the introduction of new employees to the organization, their work units, and their jobs. Employees receive orientation form their coworkers, and form the organization. The orientation received form coworkers are usually unplanned and unofficial, and it often provides the new employees with misleading and inaccurate information. This is one of the reasons the official orientation provided by the organization is so important. An effective orientation program has an immediate and lasting impact on the new employee and can make the difference between his or her success and failure M.Isvanceich1998 p, 3 45)

Job applicants get some orientation to the organization even before they are hired. The organization has a reputation as to the type of employer it is and the types of products or services it provided. During the selection process, the new employee usually also learns other general aspects of the organization and what the duties, working conditions, and pay will be.

After hiring the employee, the organization begins a formal orientation program. Regardless of the type of organization, orientation should usually be conducted at two distinct levels.

1. Organizational orientation: - presents topics of relevance and interest to all employees.
2. Departmental and job orientation: - describes topics that are unique to the new employees' specific department and job

### **Shared Responsibility**

Since there are two distinct levels of orientation, the human resource department and the new employee's immediate manager normally share responsibility for orientation. The human resource department is responsible for initiating and coordinating both levels of orientation, training line managers in procedure for conducting the departmental and job orientation, conducting the general company orientation, and following up the initial orientation with the new employee. The new employees' manager is usually responsible for conducting the departmental and job orientation. Some organizations have instituted a "buddy system" in which the job orientation is conducted by one of the new employee's coworkers. If a buddy system is to work successfully, the employee chosen for this role must be carefully selected, and properly trained for such orientation responsibilities.

Orientation is a process for introducing new employees to the organization, its mission, its activities and programs as well as her/his job. An employee hand book is often used on an orientation session. The orientation process is similar to what sociologists called socialization. Socialization occurs when a new employee learns the norms, values, work procedures and patterns of behavior and dress that are expected in the organization.

The hand book serves as already reference to the material covered during the orientation session. The orientation of new employees can provide a great refreshed or learning opportunity for their colleagues, who can be asked to present information or guide the new comer.

Generally recruitment, selection and placement are key function with any organization. The researcher conducted a study on recruitment selection and placement process, practices and tried to assess procedure of recruitment selection and placement in Wolkite University in human resource management office.

### **2.7 challenge of recruitment**

There are a number of common problems recruitment poor human resource planning (HRP) rigorous human resource planning translates, business strategies in to specific police and practices. The key goal of human resources planning is to get the right number of people with the right skills, experiences and experiences and competencies in the right jobs the right time at the right cost. Recruiters are not efficiently recruit the applicant cost of advertising the vacancy, skill shortage and talent shortage (Whitmellassociate).

### **2.8 challenge of selection**

First it's not that prospected employees were provide reference from anyone who offer negative the feedback them. Secondary piracy issues can be raised if employee contact people whose names have been provide by the prospected employees.

Finally when connecting with reference however they have been attained there may be hesitance on the past of reference to be entirely forth coming in their response for fear of legal liability(challenge of employee selection technique(chrm.com)).

# CHAPTER THREE

## 3, RESEARCH METHODOLOGY

### 3.1, RESEACH APPROACH

Research methodology refers to the systematic process used to solve the research problem. This study employed both qualitative and quantitative research approaches to ensure a comprehensive analysis. The qualitative approach was used to gain in-depth insights through group interviews and discussions with key personnel, allowing the researcher to explore perceptions, challenges, and experiences related to recruitment, selection, and placement practices. The quantitative approach was employed to analyze numerical data collected through structured questionnaires. This allowed for statistical analysis and interpretation using mathematical and statistical operations. By combining both approaches, the study ensures both depth and breadth in understanding the recruitment, selection, and placement processes at Wolkite University.

### 3.2 Research Design

This study employed a descriptive research design. This design was selected because it enables the researcher to describe and interpret existing conditions, practices, and relationships as they naturally occur. Descriptive research is particularly useful for understanding the current recruitment, selection, and placement practices at Wolkite University by providing a detailed account of the situation without manipulating any variables. It helps in presenting facts, identifying challenges, and drawing conclusions based on observed data, making it suitable for this type of assessment.

### 3.3 Data type and Source

To conduct this study, the researcher utilized both qualitative and quantitative data types. Quantitative data were expressed in numerical form, allowing for statistical analysis, while qualitative data captured descriptive and non-numerical insights. In addition, the study relied on both primary and secondary sources of data. Primary data were collected directly from respondents through questionnaires and interviews, while secondary data were obtained from

documents, reports, and other relevant literature related to recruitment, selection, and placement practices.

### **3.4. Target Population**

The target population for this study consists of employees working in the Human Resource Management Office at Wolkite University, specifically those involved in the recruitment, selection, and placement processes. The total population includes 900 employees and one Director of the Human Resource Management and Development Office.

### **3.5. Sampling size and technique**

The total number of employees in the Human Resource Management Office at Wolkite University is 900. From this population, a sample of 90 employees representing 10% of the total was selected for the study. The sampling technique used was simple random sampling, which ensures that each employee had an equal chance of being selected. This method was chosen to reduce selection bias and to obtain a representative sample from the entire HRM staff involved in recruitment, selection, and placement processes.

$$n = \frac{N}{1 + N(e)^2} \quad \text{then } n = \frac{900}{1 + 900(10\%)^2} = \frac{900}{1 + 900(0.1)^2} = 90$$

where, n= sample size      N= total population      e= margin of error

### **3.6. Method of data collection**

To accomplish this study, the researcher used both primary and secondary sources of data. Primary data were collected through open-ended and closed-ended questionnaires, which were distributed to 90 employees of the Human Resource Management Office. Additionally, an interview was conducted with the Director of the Human Resource Management and Development Office to gain deeper insights. Secondary data were gathered from various documented sources, including policy manuals, reports, written materials, and other relevant literature that are considered valid and reliable.

### **3.7. Method of data analysis and interpretation**

The data was gathered through questionnaires and interview are processed and analyzed by using descriptive method. Tools such as tables, percentages and ratio are considered useful for analysis after all information is computed (data collection, data analysis *and* data processing) the result was present interpretation of raw data for meaningful information.

The writer (investigator) is tried to make it compatible (consistent), valid, reliable, and justifiable to make a good road towards solving the problems initially mentioned in the paper

Through; explaining the result in detail, presenting the result using table and percentage theoretical explanation was used to make clear evident, finally conclusions of the major findings are drawn and recommend to the study

## CHAPTER FOUR

### 4. DATA PRESENTATION ANALYSIS AND INTERPRETATION

This chapter presents the analysis and interpretation of data collected from employees working in the Human Resources and Development Office at Wolkite University.

For the analysis, primary data were collected using both close-ended and open-ended questionnaires. A total of 17 questions were prepared and distributed to 90 employees, and all questionnaires were completed and returned in valid form. The collected data were analyzed using tabulation and percentages in a descriptive manner to clearly present the findings of the study.

#### 4.1, ANALYSIS OF GENERAL DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

This section of the analysis discuss about the general demographic characteristics of respondents

Regarding to sex, age marital status, educational back ground and work experience.

Table 4.1 About General Demographic Characteristics Of Respondents

No	Item	Description	Respondents	Percentage
1	Sex	Male	59	66%
		Female	31	34%
		Total	90	100%

<b>2</b>	<b>Age</b>	Below 25 years	25	28%
		26-35	44	49%
		36-45	14	16%
		46-55	7	7%
		56 above	0	0%
		Total	90	100%
<b>3</b>	<b>Marital status</b>	Married	57	63%
		Unmarried	33	37%
		Divorced	0	0 %
		Total	90	100%
<b>4</b>	<b>Educational level</b>	Certificate	0	0%
		Diploma	28	31%
		Degree	44	49%
		Master	18	20%
		Total	90	100%
<b>5</b>	<b>Work experience</b>	New	3	3%
		Two year	11	12%
		2-4 years	22	25%
		4-8 years	34	38%
		Above 8 year	20	22%
		Total	90	100%

Source: Questionnaire Survey, 2017 E.C

It is believed to be important to assess the man power distribution in the administration to enhance the individual and collective contribution of people to the short and long term success of the organization. Assessment of the man power distribution will also help to forecast the required number and quality of the work force in the administration. Based on the conditions

mentioned above, the researcher tried to assess the man power distribution of the administration by sex, age and educational level.

The above tables 4.1 form the observed information in terms of age, Sex, marital status, education level and work experience. The table 4.1 shows 66% of respondents are male and 34% of respondents are female this shows that female employees compared with male employees from this the majority of employees are male. So the researcher concludes equal involvement of female employee with male employee in HRM office.

Item number '2' of table 1 indicates the age distribution of employees in the organization. Out of the total sample population 25(28%) are less than or equal to 25 years of age, 44(49%) of them are between 26-35 years old, 15(16%) of them are between 36-45 years old, 7(7%) are between 46-55 years old and non is greater than or equal to 56 years of age. From this data we can infer that the organization employees are almost young and middle aged, because 69(77%) of the employees are found between 25 and 45 years of age.

And the most employees of Wolkite university at HRM of employees recruitment selection and placement is characterized recruitment selection and placement is characterized by middle age from 26-36 that account 49% from the total population.

This fact indicates that the administration has a potential and power full work force who can serve the organization for long period of time

From the above table 4.1 the observed information marital status 57(63%) of respondents responded married, 33(37%) of the respondents was responded unmarried. From these researcher generalized the employees of the organization marital status has married.

From the above table 4.1 item4 28(31%) of respondents indicates that has diploma educational level 44(49%) of the respondent indicates that has degree educational level, 18(20%) of the respondent indicates that has master educational level, from this generalization the employee of the organization educational level has degree holder.,

From the above table 4.1 item5, 3(3%) of the respondent indicated that new work experience ,11(12%) of the respondents has two year work experience, 22(25%) of the respondents indicated that 2-4 year work experience , 34(38%) of the respondents was 4-8 year work experience , the remaining 20(22%) of the respondents indicates that 8 year and above work experience. From this the researcher can conclude that work experience has key for the organization.

## 4.2, ANALYSIS OF OBJECTIVES RELATED QUESTIONS

To analyze the next part the researchers have been analyzed the specific objectives of the study and to identify the method of recruitment, selection, and placement of employee WKU?

Q1.what is the method of recruitment, selection, and placement of employee in WKU?

- ✓ This research question was developed to answer one of the research objectives Which focus acquire present job employee.

**Table 4.2 about method of recruitment and selection**

No	Item	Description	Respondents	Percentage
1.	How did you acquire your present job?	A. externally recruited	35	39%
		B. internal transferred	15	17%
		C. internally promoted	30	33%
		D. other specific	10	11%
		Total	90	100%

2.	If there is vacant job in the administration to whom priority would be given	A. New applicants	18	20%
		B. Medium	32	36%
		C. Equal opportunity	40	44%
		all		0%
		D. Un related	0	100%
	Total	90		
3.	To what extent interview and exams are related with the job for selection and placement	A. High related	42	47%
		B. Medium related	28	31%
		C. Lower related	20	22%
		D. Unrelated	0	0%
		Total	90	100%

Source: questionnaires survey 2017 E.C

From table 4.2 item one the most employees of recruitment selection and placement Wolkite university majorities Acquire their present job by external recruited that account 39% of from the total population, 15(17%) of respondents was responded internal transferred, 30(33%) of the respondent was responded to internal promoted, 11(10%) of the respondent responded other specific. So the researcher was concluding HRM office use all externally recruited, internal transfer, internal promoted and other specific. The researcher concludes HRM use both applicants.

From the above table 4.2, Item 2 there is a vacant job in the administration to which priority would be given. How every exams and interview are less successful in indicating how the individual would be able to perform specific job. The researcher observed interview and exams given high related employee.

Item number three in table 4.2 shows the evaluation criteria to recruited and select present employees respondents were asked to identify which of the listed points given more

employees accordingly equal opportunity to all employees 40 respondent (44%) selection and placement of human resources management office were as the respondent if there is a vacant job in the administration gives medium applicants of respondents 32(36%) of recruitment, selection and placement employees of human resource management office. the researcher observed HRM office give high related employee. From the above table if there is a vacant job in the administration priority would be given unrelated applicant respondents was (0%) of employees of human resource management office recruitment selection and placement. The researcher concludes that unrelated applicant was not use. Based on the above analysis, the researchers understood that the respondent replied on there is equal opportunity for every applicants during recruitment period.

According to table 4.2 to what extent interview and exams are related with the job for selection and placement when interview and written are prepared to select the required candidates it should have to be related with the job item number 3 of table 4.2 shows the extent to which the interview and exams are related with the job in the human resource management office. Out of the total sample population 42(47%) replied the relation is high and 28(31%) medium however the rest 20(22%) an un related 0(0%) from this result we can deduce that the exam is not that much related with the job. Thus it is better for the administration to match most of the question and interview with the job. The researcher generalized interview and exams was related to the job of employee.

Q2 what are the source of recruitment selection, and placement in WKU?

- ✓ This research question developed to answer one of research objectives which focus on source of recruitment.

**Table 4.3 source of recruitments'**

No	Item	Description	Respondents	Percentage

4	Which source of recruitment yours organization use?	A. Internal source	20	22%
		B. External source	22	25%
		C. Lower education level	10	11%
		D. Both	38	42%
		Total	90	100%

Source questionnaires survey 2017E.C

As indicated above table 4.3 38(42%) of the respondents who are participated in the questionnaires said that both source 22 (25%) said the organization use external source 20(22%) of the respondents who are participated in the questionnaires said that internal source 10(11%) sample employee replied that of HRM office lower educational level source. So the researcher observed HRM office used both source and use all source is better for the organization.

According to the personnel administration policy;

1. Internal recruitment through transfer is a move from one job to another within the organization without a significant change in salary or in the amount of responsibility or authority. Salary increments are not applied here.
2. Internal recruitment through the promotion of those salaried employees is done when no appropriate employee is not found recruitment is done with internal vacancy announcement. Choice and assignment of the best candidate is done by the administration promotion committee. The promotion is recognized with the approval of the committee.
3. After ascertaining the unavailability of suitable candidates internally, depending on the administration civil service department decision, external recruitment is undertaken.

As compared to the internally recruited, those who were externally recruited are the majority.

### **Pros and Cons of external Recruitment**

- A. **Pros** Large group of people to select from infusion of competitors, ideas, secrets.

B. A new beginning with no political intrigue.

Cons

a. Longer adjustment period

b. Moral problem among internal employees.

On the job, behavior is not precisely known

Table 4.4 Institution Main Source of Recruitments

No	Item	Description	Respondents	Percentage
5.	Which source of recruitment yours organization use?	A minister of education	10	11%
		B newspaper	24	27%
		advertisement	36	40%
		C direct recruitment	20	22%
		D placement agency		
		Total	90	100%

Source: questionnaire survey 2017E.C

According table 4.4 organization employees are by both sources whereas question 10(11%) of the respondent responded employees are recruited by minister of education 24(27%) organization employee are recruited by newspaper advertisement 46(40%) organization employees are recruited by direct recruitment by the organization 20(22%) recruited by placement agency therefore from the above table 4.5 there searcher understand Wokite university human resource management office the assessment of the challenge or recruitment selection and placement was used both the above source. So the researcher observed the organization use both source. From this implies that the organizations needs to both the main institution source of recruitment.

**Q3 what are the challenge faced during recruitment selection and placement of employees in WKU?**

- ✓ This research question was devolved to answer one of the research objective that faced challenge recruitment selection and placement.

**Table 4.5 About attitude the Job Satisfaction**

No	Item		Respondents	Percentage
6	What is your attitude about the job you perform?	A. Satisfied	60	67%
		B. Dissatisfied	30	33%
		Total	90	100%
7	Do your institution meet you expectation	A. Yes	35	39%
		B. No	55	61%
		Total	90	100%

Source questionnaire survey 2017E.C

From the above table 60 (67%) the respondents as indicated in question 6 table 4.5 replied that human resource management office recruitment selection and placement make them satisfied while the remaining 30 (33%) of the respondents are dissatisfied while the recruitment process of Wolkite university HRM office as we can observe from table 4.5 question six 60(67%) of sample respondents aside that the attitude satisfied and the remaining (18%) said that the attitude about the job was dissatisfied.

From the above table 4.5 concerning on recruitments selection on and placement was majority 55 (61%) of respondents said no and 35(39%) said yes from this the researcher have understand that higher HTM office meet their expectation based on the chance of meet the Expectation the main problem is the organization always focus on perform their actives employee. From this the researcher can conclude that the employees of the organization dissatisfied their job performs.

**Table 4.6. Challenge Of Recruitment, Selection, And Placement**

No	Item	Description	Respondents	Percentage
8	What are the major challenge do you see in recruitment selection and placement practice of the administration?	A. Over qualification	31	34%
		B. Under qualification	50	56%
		C. Both A and B	9	10%
		D. Other	0	0%
		Total	90	100%

Source: Questionnaire Survey 2017E.C

According to table 4.6 item number ten 31(34%) of the total sample population replied over all qualification that means the misplaced of the right person on the right position 50(56%) replied that under qualification that means employees who had poor capability are placed within the position that the capability and the position where they are placed mismatched . 9(10%) of the total sample population replied that the mismatch of the job and the employees based on both over qualification and under qualification from the finding of table 4.6 item number 8 we deduce that there is mismatch of which the job demand and the qualification employees have employees placement is continuous process not in solvated. so the researcher observed under qualification high. From the researcher can conclude that more respondents' have negative attitude about under qualifications.

### **4.3, ANALYSIS OF QUALITATIVE DATA COLLECTED THROUGH INTERVIEW**

The purpose of this study the researcher want gathered interviews data form HRM office directorate. So this part is essential part and Qualitative data was collected as follows.

1. What kinds of recruitments practices is used in human resources management in the university?

- External and internal source. Examination and research experience.

- Based on the criteria predetermined (professional based)
- Academic and administrative staffs' recruitments are used in Wolkite University by human resource department expert accordingly.
- Employee job recruitment instructor and administrative staffers.
- Both internal and external recruitment.
- Recruitment practices based on university rule.
- Mostly through examination.
- It will give equal opportunity for the internal and external employee. Based on the employees' response the organization satisfied practices of recruitment of their employee and the researcher observed good kind of recruitment practices in HRM office.

2. How the organizations select the new applicant in the human resources management and development office Wolkite University?

- Giving grade for Variety of activity and finally examine and put at right jobs and place the employee.
- Based on the educational statuses and the criteria orientation.
- Work experience based on COC exam passed (GPA Examination )
- Primary job employment notice is screen out in side HRM and outside the university.
- 1<sup>st</sup> post job title the screened applicants base on their back grounds then set exam.
- It new recruitment through job posting. So the researcher observed HRM office used job posting new applicant and recommend educational statuses.

3. What are the major challenge of recruitment selection and the placement in Wolkite University HRM and development?

- Workloads because of turnover in some the department.
- Lack of knowledge about the selection scales (lack of awareness about it).
- Lack of commitment and responsibility.
- In some department required pension simple assigned by the government body.

- Most of the time numbers of employee were over or increase enough in some department
- The vacant job and recite employ performance is not meet.
- 1<sup>st</sup> the committees do not select applicant based on their backgrounds.
- 2<sup>nd</sup> all applicant set exam. It this challenged of recruitment selection and placement of new applicant in the human resources management and development offices. The researcher was observed major challenge recruitment selection and placement and recommend to recruiter based on HRM office regulation

## CHAPTER FIVE

### 5. SUMMARIES, CONCLUSION, AND RECOMMENDATION

#### 5.1.1. Summaries of finding

This chapter is basically focused on the summaries of finding, conclusion and recommendation based on the findings obtained in the data presentation, analysis and interpretation mode in the previous chapter could be summarized as follows;

- Form the observed information in terms of sex, 59 (66%) of respondents are male and 31(34%) of respondents are female this shows that female employees compared with male employees from this the majority of employees are male.
- Characterized by middle age from 26-36 that account 44( 49%) from the total population. so the researcher observed employee of Wolkite university HRM and development

Offices were middle age and the researchers conclude equal participating of the above list age, the observed information marital status 57(63%) of respondents responded married, 33(37%) of the respondents was responded unmarried. From these researcher generalized the employees of the organization marital status has married

- 28(31%) of respondents indicates that has diploma educational level 44(49%) of the respondent indicates that has degree educational level, 18(20%) of the respondent indicates that has master educational level, from this generalization the employee of the organization educational level has degree holder,
- 3(3%) of the respondent indicated that new work experience ,11(12%) of the respondents has two year work experience, 22(25%) of the respondents indicated that 2-4 year work experience , 34(38%) of the respondents was 4-8 year work experience , the remaining 20(22%) of the respondents indicates that 8 year and above work experience. From this the researcher can conclude that work experience has key for the organization

- 39% external from the total population, 15(17%) of respondents was responded internal transferred, 30(33%) of the respondent was responded to internal promoted, 10(11%) of the respondent responded other specific
- 
- 38(42%) of the respondents who are participated in the questionnaires said that both source 22(25%) said the organization use external source 20(22%) of the respondents who are participated in the questionnaires said that internal source 10(11%) sample employee replied that of HRM office lower educational level source
- 10(11%) of the respondent responded employees are recruited by minister of education 24(27%) organization employee are recruited by newspaper advertisement 36(40%) organization employees are recruited by direct recruitment by the organization 20(22%) recruited by placement agency
- 60 (67%) the respondents as indicated in question 6 table 4.5 replied that human resource management office recruitment selection and placement make them satisfied while the remaining 30 (33%) of the respondents are dissatisfied while the recruitment process of Wolkite university HRM office as we can observe from table 4.3 question 60(78%) of sample respondents aside that the attitude satisfied and the remaining (33%) said that the attitude about the job was dissatisfied .
- 31(34% )of the total sample population replied over all qualification that means the misplaced of the right person on the right position 50(56%) replied that under qualification that means employees who had poor capability are placed within the position that the capability and the position where they are placed mismatched

## 5.2, Conclusion

Recruitment selection and placement is the process by which as firm is able to find and attract its employee because of this it is regarded as the most critical task that any organization face without having the right people for each and every position that an organization has its difficult function effectively and achieve organizational objectives as desired.

The general picture emerging out of these findings indicate that good practices exist in the organization. The assessment of the challenges of recruitment selection and placement were

one of the most critical activity of HRM office the data which was obtained from structure questionnaire in support of interview and observation indicated that there are some problem which needs special attention in employment recruitment selection and placement process.

- ✓ The administration advertisement technique is restricted only to advertisement in the newspaper and internal notice board for external recruitment and internal notice board for internal recruiter.
- ✓ The administration mainly focuses on educational level, interviews and exams to recruit and select present employee.
- ✓ Employees are not satisfied on the job they performed.
- ✓ There is a miss match of whom the job demands as and qualification employees have in the administration.
- ✓ Some of the recruiting members are not give special training on how to attract and select applicant.
- ✓ The majority of employees Wolkite HRM office are first degree holders so they are capability of discharge their responsibility.

### **5.1.3. Recommendation**

Based on the fact observed form the questionnaire in sprit of interview and observation the following are recommend as possible solutions.

- ✓ To increase the awareness of potential applicants the administration were widen its using other newspapers magazines and other different print and electronic media for external recruitment and employee newspaper or special announcements circulated in department for internal recruitment to reach and attract the most competent candidates.
- ✓ To alleviate the problem of unrelated problem of exam and personnel bias of interviews for selection criteria the HRM office can also look other criteria like experience and actual work performance ability of employees to recruit and select existing employees.
- ✓ To improve the performance of recruiters the organization or HRM office has been to reorganize its recruiter members.

- ✓ It is better for the organization to use educational level as main criteria for recruitment selection, and placement.

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**APPENDIX**  
**WOLKITE UNIVERSITY**  
**FACULTY OF BUSINESS AND ECONOMICS**  
**DEPARTMENT OF MANAGEMENT**

**Questionnaire to be filled by employees and employer**

This questionnaire is design to collect relevant data for senior paper in partial fulfillment of the requirement for BA degree in management at Wolkite University. The research entitled “an assessment on recruitment, selection and placement practice of Wolkite University. Hi, everybody; this is to kindly request you to take a few minutes of your time to fill and complete this questionnaire. What you say in this questionnaire is completely confidential and the information obtained from the questionnaire will be used only for academic purpose. So, do not hesitate to write any relevant information. Your frank and honesty response will have a positive contribution to success of this research. Thank you in advance for your cooperation.

General information: 1. No need to write your name

2. Put (P) mark for your response in box provided

General characteristics of respondent

1. Age: I. Below 25 5 III. 36-45 5 V. 56-65 5  
II. 26-35 5 IV. 46-55 5 VI. Above 66 5
2. Sex: Male 5 Female 5
3. Marital status: Married 5 Un married 5
4. Location of work (main) 5 5 (Branch) 5



6. By which method of recruitment you are were appointed in your organization?  
Internal 5 External 5

7. Which method of external recruitment does your organization use?

- I. Newspaper advertisement 5 III. Recruitment on internet 5  
II. TV and Radio advertisement 5 IV. Others \_\_\_\_\_

\_\_\_\_\_

8. Do you believe that recruitment, selection and placement method of your organization help to achieve its goal?

- I. Yes fully 5 some How 5 Not totally 5

9. Do you believe that the recruitment and selection policy of your organization helps to find out right man for right job as expected?

- I. Yes very well 5 III. Need some adjustment 5  
II. Not much, only to some extent IV. Other comment \_\_\_\_\_

\_\_\_\_\_

10. Do you think that there exist problem with a recruitment, selection and placement practice in your organization? If so what is that problem and what should be done in order to solve it?

\_\_\_\_\_  
\_\_\_\_\_

11. Is there any standard stettered in your organization against which the new applicant's performance is measured before being selected?

12. If yes to this question explain it

\_\_\_\_\_  
\_\_\_\_\_

13. recruitment and selection policy is meeting How you know that your organizations its intended purpose? \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

14. How you know that your organization is getting right men for right job/position?

\_\_\_\_\_  
\_\_\_\_\_

15. Is there any factors both internally and externally challenging the success of recruitment, selection and placement practice in your organization?

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16. If your answer is yes to question No 14 what are these factors?

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17. How do you think that your organization can overcome these factors?

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Do you think that the current recruitment, selection and placement practice of your organization will continue to maintain future development of your organization?

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## **Interview questions**

- a. What kind of Recruitment practice in the Wolkite university?
- b. How the Wolkite University select the employees?
- c. Does the Wolkite University give orientation to the new comers about the objectives of the organization and practices of working?
- d. Does the organization evaluate the employees?
- e. Does the organization (university) promote, transfer and demote?
- f. What are the weaknesses and problems of recruiters and selectors of the organization?