



**COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT**

**THE CHALLENGES OF RECRUITMENT, SELECTION AND
PLACEMENT IN THE CASE AREA OF WOLKITE UNIVERSITY
ADMINISTRATIVE STAFF**

**ARESEARCH PAPER SUBMITTED TO PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR (BA) DEGREE IN MANAGEMENT**

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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. Target population employee of Wolkite University in recruitments, selection and placement practices. Censuses were used to collected data from employees because they are few in number. 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.

Key Words:-Recritment,Selection,Placement

ACCRONYM

- HRMD: human resource management and development
- BA: Bachelor of Arts.

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 NNSP regional state in Wolkite Town.

1.2 Statement of the Problem

Recruitment, selection and placement are key functions within any organization. In this study the researchers has been study the assessment of recruitment, selection and placement process in Wolkite University on Human Resource Management office. The aim were to ensure that the organization recruits and retains staffs that possess the necessary skills, high talented, competent, multicultural individual, aptitudes and adaptability to enable the organization to meet its objectives (Griffin, 2006)

The success or failure of an organization was providing their product for service is heavily depend on the effective utilization of human resource. The need adopt rapidly changing situation requires organization to recruit select qualified individuals to achieve goals and objectives to full fill their organization need effective human resource (L. Card, 2003).

The researcher was conducted a study on the assessment of challenge of recruitment, selection and placement process and practices and tired to assess the process of recruitment, selection and placements practices and related problems. But not assess the factors affecting recruitments selection and placement processes (Glueck.1982p, 23).So the researcher has been assessing the factors which affect recruitment, selection and placement process in Wolkite University at Human Resource Management and development office. Finally the researcher were given solution and recommend for challenges that affect recruitment selection and placement process.

1.3 Research Questions

1. What are 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?

1.4. Objectives of the Study

1.4.1. The General objective of this study is

The general objectives of the study were assessment of the challenges recruitment, selection and placement process of Wolkite University Human Resource Management development Office.

1.4.2. Specific objective of the study

- ❖ 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 University

1.5 Significance of the Study

The study used enhancing Wolkite University with potential recruits; this is to say if the results suggest that the administration is practicing a good policy of recruiting, selecting and placing of employees. Potential recruits who do have the access to the research paper, were attracted to the administration, even to the extent of sending self-solicited application form.

This topic would have been chosen to point out that recruitment, selection and placement procedures are important aspects of organizations that can determine their survival in dynamic and competitive environment.

So the study has been served 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.

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 Human Resource Management development office and academic staff.

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.
- Lack of research experiences
- 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 Relate 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 theories 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).

2.4 Sources of Recruitment

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

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 posing referrals and skill inventories.

➤ Job Posting

It involves announcing job penning 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 to (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).

Having more applicants is also a problem to identify the required individuals. Therefore the man power 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 mean 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 if 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 to be told that no appropriate positions are currently available

❖ **Advantage and disadvantage of external sources**

A. Advantages

- i) Large group of people select form infusion of compotator 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 unacceptability (Robert Wood and Time panye; 1999: P-199).

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.

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 hi
- 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)

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

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 and academic staffs.

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 part of reference to be entirely forth coming in their response for fear of legal liability(challenge of employee selection technique(chrm.com))

CHAPTER THREE

3.1 Research Methodology

Research methodology is away to systemically solve the research problem through qualitative and quantitative approach. Qualitative approach to research methodology was concerned with group interviews and quantitative research approach methodology has been concerned with data analysis in the form of number and mathematical operation.

3.2 Research Design

The research design was through descriptive research design. Because of this descriptive research technique provide the event, situation and simply describe the information.

3.3 Data type and Source

To conduct this study the researcher was used both qualitative and quantitative data type that can be expressed in numerical and quality form as well as primary and secondary source of data was used.

3.4. Target Population

The population for this study has the total employee is 33 who working Wolkite University those who are engaged in recruitment, Selection and placement process. From the above total population 32 are employees and one is directorate of Human Resource Management and development offices.

3.5. Sampling size and technique

The researchers used probability and non-probability sampling techniques to collect the necessary data. In the probability sampling technique researchers used stratified random sampling to obtain the sample size. The population was categorized into the department. Auka et al. (2013), point that stratified random sampling ensures that all the groups (categories) are adequately sampled and this facilitates comparison among the groups. Further, the research used non-probability sampling specifically purposive sampling to collect data from the human resource managers.

3.6. Method of data collection

To accomplish this study, the researcher was used both primary and secondary sources of data collection. The researcher were used primary data such as open ended and closed ended questionnaires has distributed for 32 employees of the organization and interviews for directorate of human resource management and development office. Secondary data has been collect from different source documents, written materials which are 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 and percentages 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.

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 deals about the analysis and interpretation of data that has been collected from the employees those who are working in Wolkite University at Human Recourses And Development Offices through primary and secondary source of data.

For the analysis part, primary data used and collected through close ended as well as open ended questionnaire. There were 33 questionnaire prepared and distributed to target population, all questionnaire have been fulfilled and returned as valid form, this questionnaire was collected and analyzed by using tabulation and percentage in the descriptive manner.

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 4.1.1 About General Demographic Characteristics Of Respondents

No	Item	Description	Respondents	Percentage
1	Sex	Male	22	67%
		Female	11	33%
		Total	33	100%
2	Age	Below 25 years	2	7%
		26-35	14	42%
		36-45	8	24%
		46-55	9	27%
		56 above	0	0%
		Total	33	100%

3	Marital status	Married	18	55%
		Unmarried	15	45%
		Divorced	0	0 %
		Total	33	100%
4	Educational level	Certificate	0	0%
		Diploma	4	12%
		Degree	20	61%
		Master	9	27%
		Total	33	100%
5	Work experience	New	3	10%
		Two year	7	21%
		2-4 years	5	15%
		4-8 years	10	30%
		Above 8 year	8	24%
		Total	33	100%

Source: Questionnaire Survey, 2012 E.C

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 67% of respondents are male and 33% 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.

According to table 4.1 item two the most employees of Wolkite University employees of recruitment selection and placement is characterized recruitment selection and placement is characterized by middle age from 26-36 that account 42% from the total population. so the researcher observed employee of Wolkite University HRM and development offices was middle age and the researcher conclude equal participating of the above list age.

From the above table 4.1 the observed information marital status 55% of respondents responded married, 45% 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 item 12% of respondents indicates that has diploma educational level 61% of the respondent indicates that has degree educational level, 27% 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, 10% of the respondent indicated that new work experience 21% of the respondents has two year work experience, 15% of the respondents indicated that 2-4 year work experience , 30% of the respondents was 4-8 year work experience , the remaining 24% 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 Wolkite University

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

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

Table 4.2.1 about method of recruitment and selection

No	Item	Description	Respondents	Percentage
1.	How did you acquire your present job?	A. externally recruited	15	45%
		B. internal transferred	5	15%
		C. internally promoted	10	30%
		D. other specific	3	10%
		Total	33	100%
2.	If there is vacant job in the administration to whom priority would be given	A. New applicants	8	25%
		B. Medium	12	36%
		C. Equal opportunity all	13	39%
		D. Un related	0	0%
		Total	33	100%
3.	To what extent interview and exams are related with the job for selection and placement	A. High related	18	55%
		B. Medium related	12	36%
		C. Lower related	3	9%
		D. Unrelated	0	0%
		Total	33	100%

Source: questionnaires survey 2012 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 45% of from the total population, 15% of respondents was responded internal transferred, 30% of the respondent was responded to internal promoted, 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. However every exam 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 13 respondent 39% 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 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 55% replied the relation is high and 36% medium however the rest 9% an un related 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 Wolkite University?

- ✓ 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	6	18%
		B. External source	8	24%
		C. Others	2	6%
		D. Both	17	52%
		Total	33	100%

Source questionnaires survey 2012E.C

As indicated above table 4.3 52% of the respondents who are participated in the questionnaires said that both source 24% said the organization use external source 18% of the respondents who are participated in the questionnaires said that internal source 6% sample employee replied that of others HRM office. So the researcher observed HRM office used both source and use all source is better for the organization.

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	9	27%
		B. newspaper advertisement	11	33%
		C. direct recruitment	10	30%
		D. placement agency	3	10%
		Total	33	100%

Source: questionnaire survey 2012E.C

According to table 4.4, organization employees are recruited by both sources. Whereas 27% of the respondents responded that employees are recruited by the minister of education, 33% of organization employees are recruited by newspaper advertisement, 30% of organization employees are recruited by direct recruitment by the organization, 10% are recruited by placement agency. Therefore, from the above table 4.5, the researcher understands Wolkite University's human resource management office assesses the challenge of recruitment selection and placement using both the above sources. So, the researcher observed the organization use both sources. This implies that the organization needs both the main institution source of recruitment.

Q3: What are the challenges faced during recruitment selection and placement of employees in Wolkite University?

- ✓ This research question was developed to answer one of the research objectives that faced challenges in 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	27	82%
		B. Dissatisfied	6	18%
		Total	33	100%
7	Do your institution meet your expectation?	A. Yes	11	33%
		B. No	22	67%
		Total	33	100%

Source: questionnaire survey 2012E.C

From the above table 82% 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 18% of the respondents are dissatisfied while the recruitment process of Wolkite University HRM office as we can observe from table 4.5 question six 18% 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 67% of respondents said no and 33% 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	8	24%
		B. Under qualification	23	70%
		C. Both A and B	2	6%
		D. Other	0	0%
		Total	33	100%

Source: Questionnaire Survey 2012E.C

According to table 4.6 item number ten 24% of the total sample population replied over all qualification that means the misplaced of the right person on the right position 70% 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 . 6% 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 statues 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.
- 1st 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 statues.

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.
- 1st the committees do not select applicant based on their backgrounds.
- 2nd 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. 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 the previous chapter could be summarized as follows;

- Form the observed information in terms of sex, 67% of respondents are male and 11(33%) 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 42% 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 55% of respondents responded married, 45% of the respondents was responded unmarried. From these researcher generalized the employees of the organization marital status has married

- 12% of respondents indicates that has diploma educational level 21% of the respondent indicates that has degree educational level, 27% of the respondent indicates that has master educational level, from this generalization the employee of the organization educational level has degree holder,
- 10% of the respondent indicated that new work experience ,21% of the respondents has two year work experience, 15% of the respondents indicated that 2-4 year work experience , 30% of the respondents was 4-8 year work experience , the remaining 24%

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

- 45% of from the total population,15% of respondents was responded internal transferred, 30% of the respondent was responded to internal promoted, 10% of the respondent responded other specific
- 52% of the respondents who are participated in the questionnaires said that both source 24% said the organization use external source 18% of the respondents who are participated in the questionnaires said that internal source 26% sample employee replied that of HRM office lower educational level source
- 27% of the respondent responded employees are recruited by minister of education 33% organization employee are recruited by newspaper advertisement 30% organization employees are recruited by direct recruitment by the organization 10% recruited by placement agency
- 82% 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 18% of the respondents are dissatisfied while the recruitment process of Wolkite University HRM office as we can observe from table 4.3 question 18% of sample respondents aside that the attitude satisfied and the remaining 18% said that the attitude about the job was dissatisfied .
- 24% of the total sample population replied over all qualification that means the misplaced of the right person on the right position 70% 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 University HRM office are first degree holders so they are capability of discharge their responsibility.

5.3. 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 news papers magazines and other different print and electronic media for external recruitment and employee news paper 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 prepared for employee of Wolkite University human recourse & development office recruitment selection and placement.

Dear respondents;

We are a final year students of management doing a senior essay on the title of the assessment of the challenge of the recruitment selection and placement on employee of Wolkite University human resource and development office. the purpose of questioning is to collect data concern about the assessment of the challenge of recruitment selection & placement as partial fulfillment of(BA) degree in management from Wolkite University.

Instruction

1. No need write your name
2. For you answer put (√) sign in the box
3. Write down your view in the blank space
4. If you face difficulty contact we (reanimate by) phone 0948712022

Part one general characteristic of respondents

1. Sex A. male B. female
2. Age A. Below 25 year B. 26-35 years C. 36-45 year D. 46-55
E.56 above year
3. Marital status A. Married B. unmarried C. divorced
4. Educational level A. Certificate B. Diploma C. degree D. master
5. Work experience. A. new B. 2year C. 2-4year D. 4-8year E. above8

PART Two

1. How did you acquire present job?

- A, external recruited B.internallyprompted C.internaltransferred
D.other specific

2. If there is vacant jobs in the administration to who in priority will be given? A. New applicants B. equally opportunity to all C. Medium D. unrelated

3. To what extent interview and exams are related with the job for selection and placement
A. high related B. medium related C. Low related D. unrelated

4. What your attitude about the job you perform? A. Satisfied B. dissatisfied C. h

5. Do you institution meet your expectation? A. Yes B. no C. None

6. Which source of recruitment your organization use? A. Internal source B. external source C. others D. both

7. What should be the institution main source of recruitment? A. Minister of education B. news paper advertisement C. Direct recruitment D. Placement agency

8. What are the major challenge do you see in recruitment selection placement practice of university? A. Over qualification B. under qualification C. both D. Other

Part Three Interview

1. What kind of recruitment practice use in the university?
2. How the organizations select new application in the human resources development office Wolkite University?
3. What are the major challenge of recruitment and selection in Wolkite University human resource and development office?

