

ASSESSMENT OF THE CHALLENGES OF RECRUITMENT, SELECTION AND
PLACEMENT IN (THE CASE OF GURAGE ZONE ADMINISTRATION OFFICE)



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DECLARATION

With the help of my advisor, Birhanu Tereda (Ass. Pof.), I certify that my thesis, " assessment of the challenges of recruitment, selection and placement in (the case of gurage zone administration office)," is entirely original. Every source of information used in the thesis has been properly credited. I additionally attest that the thesis has not been submitted, in whole or in part, to any other university for credit toward a degree.

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APPROVAL SHEET

We the examiner and the advisor approve that this study has passed through the defense and review process

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LIST OF ACRONYM'S

HR: Human Resuorce

HRM: Human Resource Management

E.C: Ethiopian Calander

G.C: Gregorean Calander

CV: Curriculum Vitae

ABSTRACT

This study investigates the challenges associated with recruitment, selection, and placement processes within the Gurage Zone Administration Office. Effective human resource practices are vital for enhancing organizational performance, yet public institutions often face systemic and procedural constraints in attracting and retaining qualified personnel. Through qualitative and quantitative data collection methods, including interviews, surveys, and document analysis, the study identifies key obstacles such as lack of transparency, political interference, inadequate planning, limited training for HR staff, and mismatch between candidates' qualifications and job requirements. The findings suggest that these challenges significantly hinder the efficiency and fairness of staffing practices. Recommendations are proposed to improve policy implementation, build institutional capacity, and establish merit-based recruitment systems. The study contributes to the broader discourse on public sector human resource management in developing regions.

CHAPTER ONE

1. INTRODUCTION

1.1 Back Ground of the Study

The quality of organizations employees, their enthusiasm and satisfaction with their jobs and their sense of fair treatment all have significant impact on the firm's productivity, level of customer service, reputation and survival. In short, people make the difference in a competitive business environment. Because Human Resources (HR) are critical in every component of the organization, managing HR effectively is the responsibility of every manger in functional area(Doyle & Locke, 2014).

Better recruitment and selection strategies result in improved organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. In addition, the effectiveness of an organization's selection system can influence bottom-line business outcomes, such as productivity and financial performance. Hence, investing in the development of a comprehensive and valid selection system is money well spent(Eva, 2018).

Recruitment, selection and retention are one of the vital and core HR practices in the organization that should be managed well towards the objectives of the organization. Recruitment, Selection and retention are significant and critical HR practices that organizations must consider and treat effectively in order to grow and flourish in the market. One of the most significant elements in the growth and development of small industries today is the need for qualified and competent HR. Effective recruitment, selection and retention process can result into a good pool of HR with required skills, knowledge and experience in the organization. Effective recruitment and selection of employees are the fundamental HR management activities that if managed well can have a significant impact on organizational performance and lead to a positive organizational image; this is possible only if there is a dedicated and competent human resource team(Goldstein et al., 2020).

1.2 Statement of the Problem

Recruitment, selection and placement are key functions within any organization. The aim was to ensure that the organization recruits and retains staffs that possess the necessary skills, aptitudes and adaptability to enable the organization to meet its objectives.

The administration is now operating in an environment which require efficient and quality of service

that can bring satisfaction to the public. Because of this, the administration must give special attention to its recruitment, selection and placement procedures in order for it to succeed in this environment and, to operate smoothly and efficiently.

Therefore the point of investigation of this research paper, which the writer intends to make is generally to study the recruitment and selection policies and procedures, selection methods practiced in the Gurage Zone administration. Moreover, the writer tries to address such as; how the administration recruits high talent, competent and multicultural individuals and how the administration attracts and selects applicants in line with the organization and functional objectives by taking internal and external factors that limit the recruitment process. The administration couldn't better achieve its goals unless there be an efficient and effective manpower employment or staffing process. Human resource management in organizations suffers due to lack of best HR practices that can support their objectives. The struggle to maintain effective recruitment, selection and retention process is a major issue facing these industries (Mahapatro, 2022). Due to this scenario, it is important to conduct a study and identify the challenges affecting recruitment, selection and retention process in Gurage Zone administration.

1.3 Research Question

- ✓ Does the administration have recruitment, selection and placement policies which are parallel to organizational objectives?
- ✓ To what extent recruitment is linked with HR Process in Gurage Zone administration?
- ✓ What alternative sources of recruitment does the HR department consider in order to attract as many candidates as possible?
- ✓ What are the challenges that face recruitment and selection practices in Gurage Zone administration?

1.1. Objectives of the Study

1.1.1. General Objective

The general objective of this research was to assess the challenges of recruitment, selection and placement in the case area of Gurage Zone administration.

1.1.2. Specific Objectives

- ✓ To identify problems faced that are related to recruitment, selection and placement within the administration.
- ✓ To examine recruitment, selection and placement practice in the administration.

- ✓ To evaluate the effectiveness of recruiting and selecting activities.
- ✓ To assess the alternative sources of recruitment and selection used by the administration to attract as many potential candidates as possible.

1.2. Significance of the Study

The study enhances the image of the administration with potential recruits; this is to say if the result suggests that the administration is practicing a good policy of recruiting, selecting and placing of employees.

This study used as a reference for researchers who want to make further study on the area afterward. Besides the study creates awareness in the stakeholders of the organization about the current practices of the recruitment and selection as well as creates awareness in the HR department of the organization understudy to pay due attention to the problem found in the recruitment and selection process of the and consider the recommendation passed by the researcher for them.

Scope of the Study

The study is delimited to recruitment and selection Practices of Gurage Zone administration. The focus is on recruitment and selection practices of the administration. The researcher actually chose to carry out an in-depth analysis of a single institute, rather than analyzing many institutions. Of course this delimitation is consequential to the results of the study assuming the researcher's conclusion is based on how just administration implements its recruitment and selection policies and strategies within administration environment instead of a conclusion that involves a number of institutions in general.

Organization of the Paper

The research is organized in to five chapters thus; the first chapter contains, Introduction, background of the study, Statement of the problem, Research questions, objective of the study (general and specific objectives), significance of the study, scope of the study, limitation of the study, and the organization of the study , whereas the second chapter deals with Literature review, Chapter three Concerns with research design and methodology, study population, sample design, population size and sampling technique, types of data and data collection technique, primary data collection technique, secondary data, methods of data analysis; chapter four focuses on data presentation and analysis, background of the respondents, lastly chapter five devote to summary of major findings, conclusion and recommendations.

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Theoretical Review

In any research, undertaking it is important to review what has been done on the area of the study topic. In this section major recruitment and selection issues as presented by various scholars was reviewed. Accordingly, definitions of recruitment and selection, framework and process of recruitment and selection, major sources of recruitment and selection, and major factors that can impact the recruitment and selection practices was reviewed.

2.1.1. The Concept of Recruitment and Selection

Various researchers have contributed to the field of Human Resource Management (HRM), and have offered intensive and profound knowledge on the branches of HRM especially on recruitment and selection. Below is some of the different definitions of recruitment; and qualifications most closely related to job specifications may eventually be selected. Organizations become concerned when the cost of a mistake in recruitment is high.

The aim is to obtain, at a minimum cost, the number of suitable and qualified candidates to satisfy the needs of the organization. The organization attracts candidates by means of identifying, evaluating and using the most appropriate sources of applicants(Armstrong, 2006). Recruitment is the process of identifying and attracting or encouraging individuals with the required skills and profile (potential candidates) to apply to fill existing or future vacant positions in the organization by making them aware that such vacancies exist (Abioro et al., 2020).

Selection as the process of choosing from a group of applicants those individuals best suited for a particular position in an organization.” whereas the recruitment process is aligned to encourage individuals to seek employment with the organization, the selection process is to identify and employ the best qualified and suitable individuals for specific positions (Ertemsir & Bal, 2012).

2.1.2. The linkage between recruitment and human resource planning

Human resource planning deals with the systematic and continuing process of analyzing a firm’s human resource needs under mutating conditions and developing workforce policies suitable to the longer-term effectiveness of the organization. It is a vital part of corporate planning and budgeting procedures since, human resource costs and forecasts both affect and are affected by longer term corporate plans. Planning involves the forecasting of human resource needs in

organizations and designing appropriate actions such as recruitment, training and career development based on identified needs. Planning is carried out within the goals and general policy framework of the firm or agency; it is also affected by public policies, changes in technology and availability of manpower(Fajana et al., 2011).

Human resource planning involves a complex task of forecasting and planning for the right numbers and the right kinds of personnel at the right places and at the right time to perform activities that is benefit the organization in accomplishing its objectives and in helping its members to satisfy their needs. Human resource planning was successful to the extent that it properly coordinates each of enumerated elements and it is essentially the fitting of resources to business needs in the longer term or shorter term as the case may be. Human resource planning is a vital ingredient for the success of the organization in the long run, there are procedures to be followed by an organization which ensures that it has the right number and kind of people at the right place and time to enable achieve its objectives (Fajana et al., 2011).

Recruitment and selection are critical processes for organizations. In recent years, there has been growing evidence that the formation of a positive psychological contract with employees provides the basis for a positive outcome in terms of organizational commitment and motivation. Recruitment and selection are vital tools in the formation of the expectations that form such a contract. With emphasis on a two-way flow of communication; employees select an organization that offers them better working conditions and incentives for long term career(Fajana et al., 2011).

2.1.3. The Role of Human Resource planning in facilitating recruitment and selection process

HR planning has an important role in facilitating the entire recruitment and selection process particularly:

- ❖ **Facilitating the Pre-Recruitment Review:** The facilitating of the Pre-recruitment review involves providing advice on whether any internal staff should be considered for filling the new staffing need and if so, what process should be used in considering them; or providing advice on whether the new staffing need should involve giving opportunity to both internal and external applicants.

- ❖ **Providing Expert Advice and Guidance:** This focuses on providing expert advice and guidance in the early stages of the recruitment particularly with defining the position, drafting the advertisement, identifying and advising on suitable channels for advertisement, arranging for the

announcement to be placed through the agreed channels, and advising on the composition of the selection committee and allied matters.

- ❖ **Functioning as an Expert Adviser to the Selection Committee:** The HR planner functions as an expert adviser to the selection committee throughout the entire selection process particularly, by briefing the committee members on interview techniques and providing expert advice on the modalities, screening, short listing, and making final decision.

- ❖ **Ensuring That Short-Listed Candidates Have Briefing Materials:** the focus is on providing materials prior to the interview about the venue, employment conditions and when appropriate, lifestyle issues, and ensuring that all their questions on these issues are resolved after the interview for successful candidates.

- ❖ **Pre-Interview Briefing Materials:** HR planners should ensure that all shortlisted candidates are provided with an appropriate briefing package prior to their interview. The contents of the briefing package was depend on the nature of the position. All briefing packages should include information about the salary range for the position and a summary of key employment conditions and benefits. Candidates were need to make decisions and tradeoffs regarding the relative importance of these factors if they are offered the position. HR planners must ensure that interviewees have the required information so that the candidate who is offered the position is able to make a fully informed decision whether to accept the offer or otherwise.

- ❖ **Regional Stations' Capability for Recruitment:** HR planners may not be able to provide the full range of services needed for recruitment purposes across all duty stations in an organization, particularly in smaller regional and field locations. In such circumstances, it is important for HR planners to identify which services can be provided and which cannot, all in a bid to ensure hitch free implementation of the programme.

- ❖ **Ensuring that all Post-Interview Procedures Are Managed Effectively:** The HR planner manages post-interview process effectively including those that affect the appointee's transition into her/his new role, workplace and duty station, and those that is sustain unsuccessful candidates' interest for future employment opportunities with the organization. HR planner adds value to the hiring process by taping from the experience of other recruiters of consultants providing interview training on recruitment and selection process, and also looking at perceptions Son the needs of the organization or department from the perspective of other experts outside the department or organization.

- ❖ **Post Interview Issues:** Addressing candidates' personal issues are critical to successful

recruitment. Some candidates may wish to raise some of the issues already discussed during the interview and other issues after the interview. HR planners should also ensure that all post-selection formalities are conducted effectively for unsuccessful candidates to guarantee future interest in the organization's recruitment and selection process.

❖ Future Practice in the organization's Recruitment and Selection Process: HR planners need to reflect on the strengths and weaknesses of each selection process, develop necessary procedural changes for future recruitments (including pre- recruitment action), and provide suggestions to the selection committee to make their task more objective and rewarding.

2.2. Importance of Recruitment and Selection

Recruitment and selection is not just important where recruitment to management or professional positions is concerned. The same principle holds true for all the jobs in an organization. For companies that value the commitment and motivation of all their staff, it makes sense to recruit each person extremely carefully to make sure they are getting people with exactly the skills, qualities and attitudes for which they are looking. If the 'wrong' people are recruited, it could prove expensive for an organization.

Wrong peoples are recruited for the organization have three basic organizational expenses. First, they might not be able to do the job, so they were add cost to the organization, second, they may leave and so the whole process of recruitment and selection have to be repeated, with the implications for cost and time. Third, they may have an adverse effect on existing workers. There are further reasons why recruitment and selection is assuming greater importance stated as (Liu et al., 2001).

First, the workforce is becoming increasingly heterogeneous. This is partly due to globalization, partly to the willingness of workers to become 'expat' workers and leave their home country to work abroad, partly the fact that some countries (e.g. Canada), are still net importers of labor, partly due to more women coming into the labor force, the increase in flexible working (part- time and tele-working), aging populations (e.g. in Japan and the UK) and partly due to peoples' changing attitudes (e.g. towards disabled colleagues). A second reason is that governments are showing an increasing tendency to intervene in the labor market by passing legislation. An organization that failed to keep to the law could find itself with added costs (e.g. fines) and a reputation that it treated people unfairly. It may find it difficult to recruit in the future.

Recruitment and Selection Process and Development of the Organization

Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success. Due to the fact that organizations are always fortified by information technology to be more competitive, it is natural to also consider utilizing this technology to re-organize the traditional recruitment and selection process through proper decision techniques, with that both the effectiveness and the efficiency of the processes can be increased and the quality of the recruitment and selection decision improved. A human resource information system is a system exploited to acquire, store, manipulate, analyze, retrieve, and distribute relevant information regarding an organization's human resources (Djabatey, 2012).

According to the above two authors indicates that the purpose of the system is to support human resource services from the strategic level down to the tactical and operational levels. Many decision-making problems, including recruitment and selection, are herein involved. The system facilitates automated or computerized procedures to solve the problems, and is of vital importance as an aggressive tool in the information age. Researchers indicate that effective recruitment practices and policies enable boards to find the best candidate for their organization. The personnel function becomes especially important when recruiting and selecting new administrators. A critical role for human resource management is how to elicit positive reactions from candidates when discussing administrative roles. People without administrative experiences have negative perceptions and views of the role of the administrator.

2.2.1. The Selection Decision

While the caliber of candidate is determined by the value of the recruitment process, the selection decision remains a difficult one. (Ballout, 2007) argues that most mistakes are caused by the fact that managers generally give little thought to the critical nature of the decisions. Employers are surprised and disappointed when an appointment fails, and often the person appointed is blamed rather than recognizing the weaknesses in the process and methodology, even the soundest of techniques and best practice (in selection) contain scope for error. Some of this is due to the methods themselves, but the main source is the frailty of the human decision makers. Selection tools available to organizations can be characterized along a continuum that ranges from the more traditional methods of interviews, application forms and references, through to the more sophisticated techniques that encapsulate biographical data, aptitude tests, assessment centres, work samples, psychological testing, and so forth. Each method of selection has its advantages and disadvantages and comparing their rival

claims involves comparing each method's merit and psychometric properties. The degree to which a selection technique is perceived as effective and perhaps sophisticated is determined by its reliability and validity. In a comparison of personnel selection practices in seven European countries explored the utilization of a range of established selection methods. They reported a general trend towards structured interviews in all countries and, while the general validity and acceptability of methods such as work samples, group exercises and assessment centres were widely recognized, reported usage of these methods was infrequent (Ballout, 2007).

2.2.2. Sources and Methods of Recruitment

Recruitment Source:

As many literatures stated that, an organization may fill a particular job either with someone already employed by the organization or with someone from outside. There are two general sources of recruitment:

Internal Sources

Internal recruitment seeks applicants for positions currently employed workers of an organization. Internal sources of recruitment include present permanent and temporary /causal employees. Vacant positions in organizations could be filled by those existing employees through transfers and promotions. With the exception of entry-level positions, most organizations try to fill positions with current employees. Most large organizations attempt to develop their own employees for positions beyond the lowest level. The internal source is one of the best sources of recruitment if an organization has been effective in recruiting and selecting employees in the past and has a strong employee development program (Armstrong, 2006).

As the basic source of internal sources are mentioned on promotion and transfer. Those were defined as Promotion is moving an employee from a lower position or job status to a higher position or job status. This is done when individuals have the potential and capacity to carry out the requirement of the higher position and job status. Transfer is moving one person from the existing position to another position with equal status.

External sources

According with (Armstrong, 2006), External sources lie outside the organization. External recruiting is attracting applicants from various outside organizations. It is needed in organizations that are growing rapidly or have a large demand for technical, skilled, or managerial employees. External sources provide large pool of candidates. As the basic objective require

external sources were depict; to fill entry-level jobs (jobs for the beginners), to acquire skills not possessed by current employees and to obtain employees with different background, to provide new ideas.

Major external source are mentioned according to Armstrong (1991).

- ❖ Schools, college and universities
- ❖ The unemployed
- ❖ Competitors and other organizations
- ❖ Private and public employment agencies
- ❖ Professional Associations

Recruitment Methods

Recruitment methods are the means by which management contacts prospective employees, provides necessary information, or stimulated them to apply for jobs.

Internal Methods

Management should able to identify current employees who are capable of filling position as they become available.

Job Posting and Bidding

Job posting and bidding is an internal method of recruitment in which notices of vacant positions are posted in central locations throughout the organization and existing employees are given a specified length of time to apply for the available positions. Job posting is a process where announcements of positions are made available to all current employees through organization newsletters, bulletin boards, and soon. The job notice specifies the job title, pay scale, and minimum qualifications. It is a procedure for informing the employees that a job opening exists. Job posting mean posting notices of job openings on organization bulletin boards for recruiting possible internal candidates. Accordingly, interested employees could apply for the vacant job.

Some organizations develop policies for job posting to be successful. They may include:

- ❖ Both promotions and transfers should be posted.
- ❖ Job vacancies should be posted for a specific period of time before going to external sources.
- ❖ Eligibility rules for the job posting system need to be developed and communicated to the employees. For instance, one eligibility rule might be that no employee can apply for a posted position unless the employee has been in his or her present position for one year or six months.

- ❖ Specific standards for selection should be included in the notice.
- ❖ Job bidders should be required to list their qualifications and reasons for requesting a transfer or promotion.
- ❖ Unsuccessful bidders should be notified by the human resource department and advised as to why they were not accepted.

In unionized organizations, job posting and bidding procedures are usually spelled out in the collective agreement.

External Method

Job Advertisement: Advertisement is widely accepted and frequently used method of recruitment, through it mostly provides one way communication. It provides the candidates in different sources, the information about the job and company, and simulates them to apply for jobs. Advertisement communicates the company employment needs to the public through media, such as television, radio, newspaper, magazines, notice boards professional journals and other publications (Tanova, 2003). It provides the same message for everyone in an audience. It is a widely used recruitment method in order to reach relatively large number of potential applicants. Advertisements are commonly placed in daily newspapers, trade and professional newspapers, and occasionally on radio, TV and billboards. However, the choice of appropriate media for a specific advertisement should depend on the type of job and the required degree of coverage.

The content of job advertising message must include:

- ❖ Give perspective employees an accurate picture of the job and the organization (job description).
 - ❖ Indicate the jobs unique qualities (job specification)
 - ❖ Tell potential employees why they should be interested in that particular job.
 - ❖ Specify how and when an applicant is to respond (apply in person, by telephone or submit CV by fax or e-mail and dead line for application).
- Employment agencies are used by many organizations for identifying potential workers. There could be public or private employment agencies. Those agencies have information on job seekers in terms of qualifications, skills, interests, etc. and can be good sources of employment by organizations. The major functions of these agencies are to increase the pool of possible applicants and to do preliminary screening. To utilize these agencies effectively and efficiently, organizations are advised to:
- ❖ Give the agency an accurate and complete job description and specification.
 - ❖ Specify the devices or tools that the agency should use in screening potential applicants.

❖ If possible, create a long-term relationship with one or more agencies. Organizations specifically use employment agencies when;

- ❖ They do not have their own human resource department,
- ❖ They want to fill a particular position openings quickly,
- ❖ They need to attract a greater number of minority and female job candidates, or
- ❖ They attempting to recruit individuals who are not actively seeking employment.

Employee referrals: Some organizations with a good record of industrial relations encourage their employees to bring suitable candidate for various openings in the organization. These recruiting systems may be informal and operate by word-of-mouth, or they may be formal with definite guidelines to be followed. Announcements of openings and requests for referrals are made in the organization's bulletin and posted on bulletin boards. Incentives and bonuses are sometimes given to employees who refer subsequently hired people. This method of recruiting potential employees can cut recruiting costs by eliminating advertising and agency fees. Employees who were hired through referrals from current employees tend to stay within the organization longer and display greater loyalty and job satisfaction. It can also result in higher quality candidates since most employees would not recommend someone unless he/she believes that the individual can perform effectively

However, there are some possible problems among these; employees tend to refer only friends or relatives. As a result, employee referral method may result in nepotism and sometimes violate Equal Employment Opportunity law (one group favoring each other).

Walk-ins /Write-ins or Unsolicited application

The most common and least expensive approach for job candidates is direct applications where job seekers submit unsolicited application by letter (e.g., a resume), telephone, or simply show up in person seeking employment. Unsolicited application, whether they reach the employer by letter, telephone or in person, can be a source of prospective employees and can provide a pool of potential employees to meet future needs. Such applications are kept in file if there are no particular openings at that time. While direct applications are particularly effective in filling entry-level and unskilled positions, some organizations, because of their reputations or because of their geographical location, compile excellent pools of potential employees from direct applications for skilled positions.

Internet (websites): Recent trends indicate that, integrating the internet and the HRM information system is becoming a popular recruitment method. Internet recruitment is becoming an increasingly

popular means of staff recruitment.

The main advantages of e-recruitment technique to the organization are:

- ❖ Reduce recruitment costs and speed up the recruitment cycle.
- ❖ Make applying easier.
- ❖ Reach a wide pool of potential applicants. However, e-recruitment has the

following drawbacks:

- ❖ It obviously excludes those applicants who either cannot access the internet or do not have software compatible with the website.

- ❖ Organizations may be bombarded with unsuitable applicants because it is easy to apply online.

- ❖ The recruitment process becomes impersonal, deterring some applicants.

Apprenticeship/Internship: An apprenticeship is a special form of recruiting in which a student is placed in a temporary job. In this arrangement, there is no obligation by the company to hire the student permanently or by the student to accept a permanent position with the firm following graduation. An apprenticeship typically involves a temporary job for the summer months or a part-time job during the school year.

2.3. Recruitment/Selection Strategies and World Practices

Recruitment/selection are key functions of HRM and critical to support organizational strategies.

When it emphasized that recruitment not only seek to attract, obtain, retain, and retain the human resources the organization needs to achieve the strategic goals, but may have significant impact upon the composition of the workforce, the ultimate fit with the organization's needs and culture, and upon long-range employment stability and human. Strategy-linked training may be essential to the success of contemporary firms challenged by increasing global competition, accelerating technological change, and shifting workforce demographics. In fact, according to Redding and several leading organizations, including Motorola, General Electric, and Hewlett-Packard, credits their business success to training. It suggests that companies success in all over the world is depending on recruit the right person at the right place(Tanova, 2003) .

In Japan, all new employees are perceived as interchangeable and, as such, are almost considered as non-entities since there is no difference between one individual and another. It is believed that this approach is such an intrinsic asset in Japanese companies that most are far more concerned with recruiting people who have the "right attitude" to learning than to selecting those with the best existing skills for the job (Mestre et al., 1997).

Requirement and Selection Practice in Japan

According to (Mestre et al., 1997) noted that in Japan, all new employees are perceived as interchangeable and, as such, are almost considered as non-entities since there is no difference between one individual and another. It is believed that this approach is such an intrinsic asset in Japanese companies that most are far more concerned with recruiting people who have the “right attitude” to learning than to selecting those with the best existing skills for the job.

Similarly, (Dedoussis, 1995) on Japanese manufacturing firms established in Australia found that recruitment practices by Japanese companies focuses on candidates in the 35-40 age groups who are hired directly according to demands of each firm. Additionally work experience is highly valued and little importance is attached to educational qualifications. However, formal educational qualifications are important in the case for managerial positions in bigger firms. Another study by (Othman, 2009) on HRM practices of Japanese and Malaysian Companies found that their Japanese subsidiary companies followed the recruitment policy of their parent companies. However, this practice is not as elaborate as that in the parent companies where direct contact is made with the educational institutions, and the interview may be conducted on campuses. It may create a gap to get appropriate candidates for the vacant position.

Recruitment and Selection Practice in India

From Indian organizational perspectives, a study by (Sinha & Thaly, 2013) on managing the knowledge workers has given importance to the process involved during the time of recruitment and hiring. They believe that the most striking feature of the Indian labor market is the apparent abundance of labor, yet the right type of labor is not too easy to find. A similar study has been done by Tendon (2006) giving importance to hiring quality candidates who are hard to find. In his research article he has made an attempt to study why talent deficiency prevails in Indian job market in spite of a huge population. Another important study by (Sinha & Thaly, 2013) gives more significance to the process involved during the time of recruiting and hiring good candidate. Karen Unwin believes that recruitment is the only component for attracting and retaining knowledge workers. A review done by (Rajani & Reddy, 2016) points out that Six Sigma is the best practice for the recruitment of human talent. Reddy (2004) also stressed the importance of hiring the right candidates through other source as per the business requirements. A very important study on recruitment sources has been done by (Rajani & Reddy, 2016). He tried to explain the recruitment sources used by individual job seekers at various levels. Another study which highlights the importance of different types of approaches used

at the time of recruitment which in turn makes any organization well-established or less established. A recent article by (Nadda et al., 2017) has shown the critical role of online recruitment system. Organizations are looking for methods of reducing the time and effort. As per his study, this rush and explosion gave way to job portals to make recruitment more in-house and more effective. Job portals came as a transparent medium between the recruiter and the job seeker. An evolving role of team staffing from a strategic human resource management perspective were investigated by (Nadda et al., 2017). In this study they evaluated methods of team staffing that ascertained its competitive advantages to a firm. It suggest that, they studied how individual and cluster hiring modes influence the competitive advantage of organizations, linking human resource management practices with strategic outcomes.

Recruitment and Selection Practice in Ethiopia

In 1991, the current Ethiopian Government came to power and the introduction of new constitution brought about many political changes. The changes were the introduction of multiparty system, market-oriented economy and federal form of government that resulted in the creation of nine (9) national regional states including Oromia National Regional State (Semere et al., 2014). As a result, based on problems identified and recommendations forwarded, government took initiatives to reform the civil service in accordance with the changes introduced.

As a result, based on problems identified and recommendations forwarded, government took initiatives to reform the civil service in accordance with the changes introduced. Finally, in 1996 the overall civil service program comprising of different components was promulgated for implementation in civil service institutions throughout the country. Accordingly, as one sub program of the overall civil service reform, human resource management reform comprised of different components began to be implemented. Among others, it focused on issues of recruitment and selection with the aim of achieving merit-based system in the civil service through creation of fair, transparent, efficient, effective and modern recruitment and selection system.

According to (Semere et al., 2014)each regional, zonal and woreda level government office has the right to advertise every vacant position. Moreover, every government office may solicit graduates of higher educational institutions for recruitment in cooperation with institutions. In doing this, each office shall follow the regional HRM manual. The vacancy announcement should be widely advertised to attract the best candidates from the labour market. Exceptionally, for those civil servants having social and health problem, for employees who upgrade themselves based on their office

manpower planning, position like top-level manager executive secretary, cabine members' driver and cashier, it is possible to assign without advertisement.

However, those employees who were assigned in this manner must fulfill the minimum requirement of the vacant post.

2.4. Challenges of Recruitment and Selection

According to (Djabatey, 2012) a common problem in recruitment and selection is poor HR planning. Rigorous HR planning translates business strategies into specific HRM policies and practices. This is particularly so with recruitment and selection policies and practices.

The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labor market are important in recruiting and deploying appropriate employees at the right time. Past research shows that the competency level of HR managers has a major influence on recruitment and selection and experienced HR experts within the HR department was not only shorten vacancy duration, but also improve the quality of the applicants. Moreover, effective recruitment and selection is possible only if there is a dedicated and competent HR team (ibid). In the strategy implementation phase, the extent of recruitment and selection strategic integration can be gauged through four distinctive indicators. These indicators are: the timely supply of an adequately qualified workforce, effective job analysis and descriptions, effective selection, and the involvement of line managers in the recruitment and selection practices. A key source of uncertainty in the business strategy implementation is whether there is a timely supply of adequate qualified people, and to a great extent this uncertainty involves the quality of employees. For instance, a firm might decide to leverage a different human capital pool in terms of skills and education level than its rival firms as a competitive strategy even within the same industry to develop specific capabilities or to develop a HR process advantage. An organization can successfully eliminate this uncertainty if its recruitment and selection policies and practices are strategically integrated with business (Djabatey, 2012)

Effectively conducting job analysis and targeting right potential candidates ensures a good match between applicants and the jobs. Argument has been given that under qualified employees may not

able to effectively perform their job positions due to lack of knowledge and competencies, while on the other hand over qualified employees tend to experience less job satisfaction due to their higher qualification than a desired level for a given job. For every job in the organization, a thorough job analysis, which includes job description and job specifications, is necessary and based on this, an appropriate selection criteria is vital. The job description provides indications of the duties to be undertaken, and the job specification usually prescribes relevant personal qualities and attitudes as well as skills and knowledge required for the job.

A range of methods, such as application forms, interviews, formal tests, references, assessment centres and official transcripts are used by firms in the selection process. A firm needs to choose a method that is most appropriate to the job positions. HR experts generally drive the staffing process and the purpose of the staffing is to fulfill the requirements of business, and the skill levels presented by each new recruit is likely to be judged better if the line managers are involved in the recruitment and selection process. (Dess & Shaw, 2001) suggest that in business strategy implementation the involvement of line managers in the entire staffing process (i.e., drafting of job descriptions, setting selection criteria and being on the panel of recruitment) is vital for ensuring recruitment and selection to meet business needs. In other words, the line managers are the owner of the recruitment and selection process along with HR playing a facilitator role.

In recruitment and selection practice the construction of formalized selection frameworks and norms of acceptable discrimination may be seen as an attempt to enable managers to navigate between efficiency, control and social justice. In their advice on how to achieve the perfect fit of person, organization and job, they argue that selecting on the basis of managerial opinion is utterly unscientific and unreliable and that managers are liable to be turned this way and that by the most inconsequential of considerations (Roche, 2007). In place of this unsatisfactory state of affairs, these authors propose that physiognomy and the physical self-provide the key to 'unlocking the inner secrets' of the individual seeking employment, and therefore should inform the selection process. It shows that managers are advised to assess nose, forehead, chin, habitual facial expression, digestion, skin texture, and elasticity of muscle.

Taking heredity and environment as bases for granting or denying access to an organization and job is now legally unacceptable. The argument presented particularly in relation to skin, colour and its predictive properties, could be seen as a product of its time and place. However, it is important to note that the study is based on what was then seen as a sound scientific set of ideas and tests, which

proved the premises underlying the suggested practice. Recruitment may be conducted internally through the promotion and transfer of existing personnel or through referrals, by current staff members, of friends and family members. Where internal recruitment is the chosen method of filling vacancies, job openings can be advertised by job posting, that is, a strategy of placing notices on manual and electronic bulletin boards, in company newsletters and through office memoranda. Referrals are usually word-of-mouth advertisements that are a low- cost-per-hire way of recruiting. Internal recruitment does not always produce the number or quality of personnel needed; in such an instance, the organization needs to recruit from external sources, either by encouraging walk-in applicants; advertising vacancies in newspapers, magazines and journals, and the visual and/or audio media; using employment agencies to “head hunt”; advertising on-line via the Internet; or through job fairs and the use of college recruitment.

2.5. Factors Affecting Recruitment and Selection External Factors of Recruitment and Selection Process Political Factors

Countries have their particular employment proclamations that straightly or circuitously affect the recruitment and selection process. (Imafidon & Imafidon) states that government regulations eliminating discrimination in hiring and employment have straight influence on recruiting practices. This is also true that many states’ constitution incorporates laws that prohibit discriminatory acts in terms of gender, age, disability and ethnicity. Associated to government policies, there are political-social considerations that influence recruitment and selection. Mathis and Jackson (2006) also confirm that recruitment and selection are subject to legal requirements like equal employment law and regulation, responding to the protected class of the society (candidates with disabilities) with employment opportunity and follow affirmative action. (Imafidon & Imafidon) further identified factors that have direct effect on recruitment and selection.

These include legal employment opportunity, human right legislation, and employment illegal aliens, discrimination based on sex, age, disability and privacy laws. In Ethiopia recruitment and selection, processes are established in the labor proclamation 377/2003, which gives a provision of principles, rules and regulations that govern the worker-employer relationship from recruitment to termination.

Labor Market

This is one of the most important factors that determine the number and quality of candidates. As (Imafidon & Imafidon) explains, when there is excess labor in the market informal recruitment can

attract sufficient candidates. However, where there is full (tight) employment in place a competent and prolonged recruiting is required to get an applicant who achieves the expectation of the organization. Labor markets also significantly affect the selection process. Ivancevich adds that low degree of unemployment make selection very hard but with high degree of unemployment selection would be different and easy. As it is established by Cole (1997) organizations competence to completely feat the labor market is in turn affected by other external factors such as government policy, new technology, education or training opportunity, population changes, trade union.

Internal Factors

Internal sources refer to recruiting employees from within the organization. In deciding requirement of employees, initial consideration should be given to a company's current employees, which is concerned with internal recruitment. They include those who are already available on the pay roll of the company. This is important source of recruitment as it provides opportunities for better development and utilization of existing human resources in the organization. (Armstrong, 2006) suggested that first consideration should be given to internal candidates, although some organizations with powerful equal opportunity policies (often local authorities) insist that all internal candidates should apply for vacancies on the same footing as external candidates.

The Image of the Organization

The discernment about the organization that is believed by the public has an effect on recruitment and selection process. Image of an organization is appeared to be low, the recruiting rate of an organization to attract large number of applicants was low. He adds that low paying organizations are observed negatively and attractive payment jobs of an organization bring about satisfactory image. Continuous and rigorous recruitment efforts have its purpose of image building in the market. They stress the impact of organizational image with the fact that candidates have pride in the brand name of an organization trusting the organization executes better today than tomorrow. organizations can extract the positive impact of their image through brand in which might include making the internal and external public discuss favorable issues about the organization, high performance that ensures good place in future investment, let old employees-turn back, sign up for job fair, etc. (Tikson et al., 2018).

In short, this process of employment branding help recruitment by making sure the firm was become employer of choice.

Organizations Policies and Practices

Organizations have their own HR policies and rules that effect recruitment and selection process one of the most important factors of this type, according to (Ivancevich et al., 1990), is internal recruitment and selection policy that is pursuing internal promotion. This suggests many organizations recruit and select employees from outside the organizations for entry-level position only. Although academics propose, internal recruitment is better because existing employees know the organization better and fit the organizations' culture. However, (Ivancevich et al., 1990) suggests that internal resourcing is not always good policy it makes organizations stable that it stays still in its way. These two viewpoints affect executives in recruitment and selection practices. (Ivancevich et al., 1990) points out that organizations recruitment policy states whether advertising is external or internal, the need to reply to applicants with minimum delay, specify aim to aware potential candidates about the detailed job condition for all advertised jobs, states its aim to process all application with efficiency and courtesy, stresses search for best candidates based on their qualification, and ensures candidates are invited to interview have fair chance to be heard. Eventually, organizations that do not undertake recruitment and selection based on predetermined policies and procedures were affected by unnecessary costs underperformance and high turnover.

Size of the Organization

Size of an origination is an important internal factor that affects the recruitment and selection process of a firm. Robins (1994) explains that organization with large number of employees engaged in recruitment and selection activities more often than organizations with small number employees. This is also true that in organization with large number of employees' management is constantly engaged in internal recruiting, selection of new entrants for various positions left vacant due to turnover and other involuntarily reasons.

Preferences of Recruit for Organization and Job

The degree to which potential employees prefer a job can also affect recruitment and selection. According to (Ivancevich et al., 1990) as organizations have ideal specification of the recruits, so do recruits have a set of preferences for the jobs? This concept implies that recruitment and selection is two-way process where the recruits have a chance to de-recruit or de-select themselves in the process.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

Research Design

The type of research that was conducted is a descriptive type of research. Because this type of research is used to identify and obtain data on the characteristics of a particular issue or problem and also most of social researcher come under this category. The research was designed in order to describe assessment of the challenges of recruitment, selection and placement in the case area of Gurage Zone administration.

2.6. Research Approaches

The research approach is a plan and procedure that consists of the steps of broad assumptions to detailed methods of data collection, analysis, and interpretation. The research approach is essentially divided into two categories: the approach of data collection and. the approach of data analysis or reasoning (Kanari & Millar, 2004).

The common research approaches are quantitative, qualitative and mixed research approaches. Quantitative approach uses surveys of cross-sectional or longitudinal using self-administered semi structured questionnaires or structured interviews for data collection, with the intent of generalizing from a sample to a population (Kanari & Millar, 2004) .

Under this research, our research use quantitative research approaches due the advantage of uses surveys of cross-sectional or longitudinal using self-administered semi structured questionnaires or structured interviews for data collection.

2.7. Target Population and Sampling Techniques

The target populations for this study was on assessment of the challenges of recruitment, selection and placement in the case area of Gurage Zone administration and the sample size for the study was drawn from this population. This population is considered to possess the qualities desired and had the capacity to facilitate the realization of the specific objectives of the study.

According to (Kumar & Singh, 2005) sampling is a method that allows researchers to infer information about a population based on results from a subset of the population, without having to investigate every individual. In probability (random) sampling, we start with a complete sampling frame of all eligible individuals from which you select your sample.

Probability sampling methods is selected for this research because probability sampling means that every member of the population has a chance of being selected. It is mainly used in quantitative research. If we want to produce results that are representative of the whole population, probability sampling techniques are the most valid choice.

The current man power size of an assessment of the challenges of recruitment, selection and placement in the case area of Gurage Zone administration is 450. Therefore the total number of employee's in Gurage Zone administration is 450. Based on Taro Yamane (1967), sample size determination formula, sample size computed as:

$$n = \frac{N}{1 + (N * e^2)}$$

Where n = sample size

N= is the population size (450), and

e = is the level of precision or sampling error which is 0.05.

According to this formula the sample size of the study is 212.

2.8. Data types and Sources

The type of data collection method is a great value to interpret them properly. The data gathered through primary and secondary methods were analyzed using both mixed data analysis methods. The data collected in the course of questionnaire, analyzed and presented through descriptive statistics such as tables, graphs, and percentages. Qualitative method of data analysis was employed for feedbacks obtained using open-ended questionnaires and structured interviews for each of response given by respondents of service quality. This research uses primary source of data in order to obtain the assessment of the challenges of recruitment, selection and placement in the case area of Gurage Zone administration.

2.9. Data Collection Methods

To gather data, the researcher uses both open and closed questionnaires since it is more convenient and easy to collect the required and valid information.

Interview: Almost all members of Gurage Zone administration were interviewed on assessment of the challenges of recruitment, selection and placement in the case area of Gurage Zone administration.

Questionnaires: The questionnaires which comprise both close ended and open-ended were

prepared both in English and Amharic that respondents easily understand the question and give appropriate answer. The questioners were distributed and answered by Gurage Zone administration staffs based on the questions prepared.

2.10. Data Analysis

According to the researcher, the appropriate method of analysis for the study is descriptive method. Categorization or separations of data set were also a form of analysis to make the data easily manageable. Organizing, editing, ordering and manipulating the data were provided descriptive information that answered questions in the problem defined. The study has attempted to describe consistency in the analysis of data. The research employs quantitative data analysis, such as percentage and simple tables (Savenye & Robinson, 2005).

Tabulation can be consists of simply counting the number facts that fall in to various groups. It communication the result of the study, can be used for several purpose it is facilitated determining the empirical distribution.

CHAPTER FOUR

4.1 DATA ANALYSIS AND PRESENTATION

This Chapter explained information is gathered from the survey with questionnaires and interviews. Due to transportation and some employees are not present during questionnaires and interviews among 212 questionnaires 150 questionnaires were distributed to the respondents and out of the 150 questionnaires 95 of them are selected with a response rate of 63%. The responses of the respondents have been analyzed and the results have been presented in the form of tables.

Part I: Personal Information

These part discusses about the background characteristics of respondents such as age, gender, educational qualification, job Category and years of service

Table 1: **Background Information of Respondents**

No	Socio-demographic characteristics	Frequency	Percent (%)	
1	Gender	Male	50	52.63
		Female	45	47.37
		Total	95	100
2	Age	Below 20	1	1.05
		20-29	10	10.50
		30-39	45	47.30
		40-49	25	26.30
		50-59	12	12.60
		Above 60	2	2.00
		Total	95	100
3	Education	PhD	0	0
		MA/BA	43	45.26
		MSc/BSc	27	28.42
		Diploma/Level	15	15.78
		High School Complete	7	7.36
		Others	3	3.16
		Total	95	100
4	Experience	Below 1-Year	0	0
		1 – 5 Years	27	28.42
		6 – 10 Years	50	52.63
		11 – 15 Years	10	10.53
		Above15 Years	8	8.42
		Total	95	100

(Source: Data Collected from questionnaires, 2017 E.C)

Based on the data collected 52.63% of the respondents are males while the rest 47.37% of them are females. This shows the number of male employees dominates the number of female employees. As to the age distribution of the respondents, out of the total respondents 1.05% of the respondents are below the age of 20, 10.50% of the respondents are between the age group of 20-29, 47.30 % of respondents are found between the age 30-39, 26.30% of the respondents found between the age of 40-49, whereas 12.60% of them are found in the age group of 50-60, and 2.0% of respondents are older than 60. This indicates that most employees found in are young employees and can be more productive if they are properly managed. However, the Gurage Zone administration should also provide due consideration to the senior employees since they might have more experience and knowledge. Also, as shown in the above table, 15.78% of the respondents are collage diploma holders. Moreover, 45.26% of the respondents have MA/BA Degree holders where as 28.42% of them are MSc/BSc Degree holders. Additionally, the rest 7.36% and 3.16% of the respondents are others profession holders. This illustrates that the majority of the respondents have educational background.

As a result, the offices should have employees with good educational background and the recruitment and selection system of Gurage Zone administration allows employees to develop their careers. This can be an asset to the Gurage Zone administration as they have the required knowledge and skills to attain institutional goals and mission. Finally, as presented in the above table, none of the respondents below 1-year work experience in an office is responded questionnaires, Moreover, 28.42% of them have been serving the office for 1-5 years and 52.63% of the respondents have been working for 6-10 years. Furthermore, 10.53% of them have been working in the office for 11-15 years, and 8.42% of them have been working in the office for more than 15 years. From the information provided, it could be safe to conclude that majority of the employees are well experienced to provide basic information to respond the questionnaire properly

Table 2: The Internal Policy and Awareness of Employees

N o	Question	Valid	Frequenc y	Percent (%)
1	Your office seriously follows the policies and procedures on recruitment and selection of employees.	Strongly disagree Agree	5	5.26
		Disagree	14	14.74
		Uncertain	5	5.30
		Agree	55	57.90
		Strongly Agree	16	16.80
		Total	95	100
2	I am aware of the formal policies and procedures of recruitment and selection.	Strongly disagree Agree	5	5.26
		Disagree	57	60
		Uncertain	7	7.37
		Agree	25	26.32
		Strongly Agree	1	1.05
		Total	95	100

(Source: Data Collected from questionnaires, 2017 E.C)

As shown in the above table, the internal policy and awareness of employees and how well they are applied was assessed. For the question your office seriously follows the policies and procedures on recruitment and selection of employees, out of the total 95 respondents; 5.26% of the respondents strongly disagreed and 14.74% of the respondents disagreed to the premises whether their office seriously follows the policies and procedures on recruitment and selection of employees or not. 5.30% of the respondents were neutral while the rest 57.90% of the respondents agreed and 16.80% of the respondents strongly agreed. This indicates that the office more or less follows internal policy and procedures on recruitment and selection process. Whereas for the question I am aware of the formal policies and procedures of recruitment and selection 5.26% of them are strongly disagree, 60% disagree, 7.37% are uncertain, 26.32 % are agree and 1.05 % of them are strongly agree. This indicates that much of the employees in Gurage Zone administration have no awareness of the formal policies and procedures of recruitment and selection.

Table 3: the Orientation, HR planning and Transparency for Recruitment and Selection Employees

No	Question	Valid	Frequency	Percent (%)
1	I receive orientation on recruitments and selection of the employees.	Strongly disagree Agree	15	15.79
		Disagree	45	47.37
		Uncertain	5	5.26
		Agree	27	28.42
		Strongly Agree	3	3.16
		Total	95	100
2	The recruitment and selection process are monitored to ensure fairness and transparency.	Strongly Disagree Agree	13	13.68
		Disagree	47	49.47
		Uncertain	3	3.16
		Agree	30	31.58
		Strongly Agree	2	2.10
		Total	95	100
3	There is proper planning for the recruitment and selection process of HR.	Strongly disagree	6	6.32
		Disagree	17	17.89
		Uncertain	0	0
		Agree	57	60
		Strongly Agree	15	15.79
		Total	95	100

(Source: Data Collected from questionnaires, 2017 E.C)

Concerning to the orientation on recruitments and selection of the employees, out of the total 95 respondents; 15.79% of them strongly disagreed and 47.37% of the respondents disagreed to the premises; 5.26% of the respondents were neutral while the rest of 28.42% agreed and 3.16% of the respondents strongly agreed. This indicates that majority of employees Disagree that they have not received orientation on recruitments and selection of the employees. For the question the recruitment and selection process is monitored to ensure fairness and transparency, out of the total 95 respondents; 13.68% of them strongly disagreed and 49.47% of the respondents disagreed to the premises; 3.16% of the respondents were neutral while the rest of 31.58% agreed and 2.10% of the respondents strongly agreed. This indicates that majority of employees disagreed that the recruitment and selection process was not monitored to ensure fairness and transparency.

In relation to proper planning for the recruitment and selection process of HR, 6.32% of the respondents were strongly disagreed on the issue regarding the proper planning for the recruitment and selection process. 17.89% of the respondents disagreed and 0% of the respondents were neutral to the issue. The rest 60% of respondents strongly agreed and 15.79% of respondents strongly agreed. This indicates that there was proper planning for the recruitment and selection process.

Table 4: Notification of Vacancies Relevancies of the Selection Criteria

No	Question	Valid	Frequen cy	Percent (%)
1	I agree with the way of notification for internal vacancies	Strongly Disagree	26	27.37
		Agree	35	36.84
		Uncertain	5	5.26
		Disagree	20	21.05
		Strongly Agree	9	9.47
		Total	95	100
2	I agree with the relevance of the selection criterion used by the office to select competent employees	Strongly Disagree	13	13.68
		Disagree	17	17.89
		Uncertain	10	10.53
		Agree	47	49.47
		Strongly Agree	8	8.42
		Total	95	100

(Source: Data Collected from questionnaires, 2017 E.C)

The above table 4; shows that if the employees agreed on the notification for internal vacancy, the selection criteria and process. As indicates in the above table concerning the way of notification for internal vacancies out of the total 95 respondents 27.37% of them strongly disagreed to the premises. 36.84% of the respondents disagreed and 5.26% were neutral about it. The rest 21.05% of the respondents agreed and 9.47% strongly agreed. This shows the majority of the respondents didn't agree with the way of notification for internal vacancy. Pertaining to the relevance of the selection criterion used by the office to select competent employees, out of the total 95 respondents 13.68% of the respondents strongly disagreed and 17.89% of the respondents disagreed to the issue regarding the relevance of the selection criterion used by the office to select competent employees; 10.53% of the respondents were neutral while 49.47% of the respondents agreed and 8.42% of the respondents strongly agreed. This implies that most of the respondents agreed with the relevance of the selection criterion used by the office to select competent employees.

Table 5: Merit Principle, Internal and External Focus of Recruitment and Selection

No	Question	Valid	Frequency	Percent (%)
1	The recruitment and selection process of an office is done on the merit-based principle.	Strongly Disagree	20	21.05
		Disagree	37	38.95
		Uncertain	3	3.16
		Agree	20	21.05
		Strongly Agree	15	15.79
		Total	95	100
2	The recruitment and selection process of the office focuses more internally.	Strongly Disagree	17	17.89
		Disagree	21	22.10
		Uncertain	7	7.37
		Agree	30	31.58
		Strongly Agree	20	21.05
		Total	95	100
3	The recruitment and selection process of the office focuses more externally.	Strongly Disagree	10	10.53
		Disagree	50	52.63
		Uncertain	5	5.26
		Agree	23	24.21
		Strongly Agree	7	7.37
		Total	95	100

(Source: Data Collected from questionnaires, 2017 E.C)

Table 5; shows that merit principle, Internal and external focus of recruitment and selection. As we can see merit principle of recruitment and selection of employees in the town, 21.05% of the respondents strongly disagreed and 38.95% of the respondents disagreed to the premise. Additionally, 3.16% of the respondents were neutral. The rest 21.05% of the respondents were agreed and 15.79% of the respondents were strongly agreed. This shows that the recruitment and selection process of the office didn't based on merit principles, rather it depended on other unnecessary factors like relationship, personal interest, ethnicity, and place of origin, corruption and the others. For the question recruitment process of an office focuses more internally, 17.89% respondents strongly disagreed with this premise; 22.10% the respondents disagreed and 7.37% of the respondents were neutral. 31.58% of the respondents agreed to the fact that the recruitment process of the office focuses more internally and 21.05% of the respondents strongly agreed to this from the total 95 respondents. This implies that most employees agreed the recruitment process of the office focuses more internally. As we can see from table with reference to the recruitment and selection process of the office focuses more externally question, 10.53% respondent strongly disagreed to the third premise (The recruitment

process of the office focuses more externally); 52.63% of the respondents disagreed; 5.26% of the respondents were neutral. 24.21% of the respondents agreed and 7.37% of the respondents strongly agreed to this premise. This indicates that majority of respondents disagreed to the premise; that is the recruitment process of an office focuses more externally.

Table 6: Fairness and Transparency of Recruitment and Selection Process

No	Question	Valid	Frequency	Percent (%)
1	Recruitment and selection process is influenced by discrimination based on age, sex, marital status, ethnic origin, religious preference, sexual preference or disabilities.	Strongly Disagree	3	3.16
		Disagree	10	10.53
		Uncertain	6	6.32
		Agree	46	48.42
		Strongly Agree	30	31.58
		Total	95	100
2	The Recruitment and selection process starts from the objective of the office.	Strongly Disagree	5	5.26
		Disagree	55	57.89
		Uncertain	1	1.05
		Agree	28	29.47
		Strongly Agree	6	6.32
		Total	95	100
3	The recruitment and selection process of the office adversely affect the objective the office.	Strongly disagree	7	7.37
		Disagree	27	28.42
		Uncertain	3	3.16
		Agree	53	55.79
		Strongly Agree	5	5.26
		Total	95	100

(Source: Data Collected from questionnaires, 2017 E.C)

Table 6; shows that Recruitment and selection process is influenced by discrimination based on age, sex, marital status, ethnic origin, religious preference, sexual preference or disabilities, 3.16% of the respondents strongly disagreed and 6.32% of the respondents disagreed to the premise and 6.32% of the respondents were neutral. The rest 48.42% of the respondents were agreed and 31.58% of the respondents were strongly agreed. This shows that the recruitment and selection process of an office is strongly influenced by discrimination based on age, sex, marital status, ethnic origin, religious preference, sexual preference or disabilities. In consideration done to identify as recruitment and selection process starts from the objective of the office, 5.26% respondents strongly disagreed with

this premise; 57.89% the respondents disagreed and 1.05% of the respondents were neutral. The rest 29.47% of the respondents agreed to the fact that the recruitment and selection process starts from the objective of the office and 6.32% of the respondents strongly agreed to this from the total 95 respondents. This implies most employees disagreed that the recruitment and selection process start from the objective of the office. As of the recruitment and selection process of the office may adversely affect the objective the office, 7.37% of respondents strongly disagreed to the third premise (the recruitment and selection process of the office adversely affect the objective the office); 28.42% of the respondents disagreed; 3.16% of the respondents were neutral. 55.79% of the respondents agreed and 5.26% of the respondents strongly agreed to this premise. This indicates that majority of respondents agreed to the premise that the recruitment and selection process of the office adversely affect the objective the office. From the interview parts there was a variety of opinions concerning the recruitment and selection process are vague and unclear. Majority of leaders agreed that the recruitment and selection process were very vague and unclear. It didn't consider potential candidates, had a great problem in implementation. Even though there are somewhat clear formal policy of recruitment and selection, it was made vague, unclear, and complex by the committee purposefully in order to achieve their own personal goal. Additionally, there were no formal criteria for the position of administration (office managers); only given by political evaluation and other unnecessary criterion rather than knowledge, capacity, and skill. Totally, the selection and recruitment practices of were in paper than in practice. Very few leaders agreed that the recruitment and selection process was clear but still had implementation problem.

Table 7: The Recruitment Policy Transparency, Opportunity and Result

No	Question	Valid	Frequency	Percent (%)
1	The newly implemented placement was fair and transparent in your office.	Strongly Disagree	16	16.84
		Disagree	20	21.05
		Uncertain	6	6.32
		Agree	33	34.74
		Strongly Agree	20	21.05
		Total	95	100
		Strongly Disagree	25	26.32

2	There is an equal opportunity for potential employees during recruitment and selection.	Disagree	35	36.84
		Uncertain	11	11.58
		Agree	15	15.79
		Strongly Agree	9	9.47
		Total	95	100
3	The recruitment and selection practice lead to recruit and select competent staff.	Strongly Disagree	13	13.68
		Disagree	55	57.89
		Uncertain	7	7.37
		Agree	13	13.68
		Strongly Agree	7	7.37
		Total	95	100

(Source: Data Collected from questionnaires, 2017 E.C)

In the table 7; the recruitment policy transparency, opportunity and end result were assessed. Out of the total 95 respondents, 16.84% respondents strongly disagreed and 21.05% of the respondents disagreed to the newly implemented placement were fair and transparent in your office, 6.32% of the respondents were neutral. The rest 34.74% and 21.05% of the respondents agreed and strongly agreed respectively. This indicates that the newly implemented placement was fair and transparent in their office. In the question of is there an equal opportunity for potential employees during recruitment and selection, 36.84 % of the respondents strongly disagreed and 36.84% of the respondents disagree to the premise; 11.58 % of the respondents were neutral while the rest 15.79 % of the respondents agreed and 9.47% of the respondents strongly agreed. This indicates that the office didn't implement an equal opportunity for all potential candidates in recruitment and selection process. In the other case for the emphasis given to identify whether the recruitment and selection practice lead to recruit and select competent staff, out of total 95 respondents asked 13.68% of the respondents strongly disagreed to the idea that the recruitment and selection lead to recruit and select potential candidates; 57.89% of the respondents disagreed to it and 7.37 % of the respondents were neutral while the rest 13.68 % of the respondents agreed and 7.37% of the respondents strongly agreed. This indicates that the recruitment and selection of an office did not lead to recruit and select potential candidates.

Table 8: Test, Interview and HR manual Implementation

No	Question	Valid	Frequency	Percent (%)
1	You were provided with written test during your employment	Strongly Disagree	13	13.68
		Disagree	17	17.89
		Uncertain	5	5.26
		Agree	40	42.05
		Strongly Agree	20	21.05
		Total	95	100
2	You have been interviewed during your recruitment and selection process.	Strongly Disagree	13	13.68
		Disagree	15	15.79
		Uncertain	7	7.37
		Agree	40	42.05
		Strongly Agree	20	21.05
		Total	95	100
3	The recruitment and selection process are implemented as per the public service and human resource development manual.	Strongly Disagree	21	22.11
		Disagree	40	42.11
		Uncertain	3	3.12
		Agree	21	22.11
		Strongly Agree	10	10.53
		Total	95	100

(Source: Data Collected from questionnaires, 2017 E.C)

In the above table in relation question provided to assesses whether the test were provided for employees during their employments; 13.68 % of the respondents were strongly disagreed and 17.89% of the respondents were agreed to premise that the employees had been provided with test during their employment; 5.26% of the respondents were neutral while the rest 42.05% of the respondents were agreed and 21.05% of the respondents were strongly agreed. This indicates that majority of the respondents were provided with test during their employment. As described in the above table concerning about whether interviewed were conducted during your recruitment and selection process, 13.68% of the respondents were strongly disagreed to the fact that they had been interviewed during the selection process; 15.79% of the respondents were disagreed and 7.37% of the respondents were neutral; while the rest 42.05% of the respondents were agreed and 21.05% of the respondents were strongly greed.

This indicates that majority of the respondents were interviewed during the selection process.

Concerning the implementation of recruitment and selection as per the public service and human resource development manual, the responses of respondents implies that out of the total 95 respondents; 22.11% respondents strongly disagreed and 42.11% of the respondents disagreed to the statement the recruitment policy is implemented effectively. 3.12% of the respondents were neutral. The rest 22.11% and 10.53% of the respondents agreed and strongly agreed. This indicates that the recruitment policy did not implemented effectively.

Table 9: Challenges during Recruitment and Selection Process

No	Question	Valid	Frequency	Percent (%)
1	There are internal challenges in the implementation of the recruitment and selection procedures like limited choice, inefficiency, and cause of disagreement.	Strongly Disagree	7	7.37
		Disagree	23	24.21
		Uncertain	5	5.26
		Agree	50	52.63
		Strongly Agree	10	10.53
		Total	95	100
2	There are external challenges in the recruitment and selection procedure like expensiveness of advertisement, unavailability of labor or qualified labor.	Strongly disagree	13	13.68
		Disagree	18	18.95
		Uncertain	7	7.37
		Agree	35	36.84
		Strongly Agree	22	23.16
		Total	95	100

(Source: Data Collected from questionnaires, 2017 E.C)

Concerning to question related to internal challenges in the implementation of the recruitment and selection procedures, out of total 95 respondents 7.37% of the respondents were strongly disagreed and 24.21% of the respondents were disagreed to the premise that there were internal challenges in the implementation of recruitment and selection process; 5.26% of the respondents were neutral while the rest 52.63 % of the respondents were agreed and 10.53% of the respondents were strongly agreed. This indicates that there were internal challenges in the implementation of the recruitment and selection procedures as described in the premises. Regarding to the external challenges in the recruitment and selection procedure, 13.68% of the respondents were strongly disagreed and 18.95% of the respondents were disagreed premise there are external challenges in the implementation of recruitment and selection procedures; 7.37% of the respondents were neutral while the rest 36.84 % of the respondents were agreed and 23.16% of the respondents were strongly agreed.

This indicates that there were external challenges in the implementation of the recruitment and selection procedures.

Table 10: Recruitment Vacancy Specification, Time and Treatment

No	Question	Valid	Frequency	Percent (%)
1	The office clearly defines the recruitments and candidates' specifications in recruitment process.	Strongly Disagree	7	7.37
		Disagree	15	15.79
		Uncertain	10	10.53
		Agree	40	42.10
		Strongly Agree	23	24.21
		Total	95	100
2	Time taken for the recruitment is quick and applications are informed on time.	Strongly Disagree	9	9.47
		Disagree	17	17.89
		Uncertain	11	11.56
		Agree	42	44.21
		Strongly Agree	16	16.84
		Total	95	100
3	You were fairly treated by the recruitment panel.	Strongly Disagree	5	5.26
		Disagree	20	21.05
		Uncertain	7	7.37
		Agree	45	47.37
		Strongly Agree	18	18.95
		Total	95	100

(Source: Data Collected from questionnaires, 2017 E.C)

In consideration to clearly definition of the recruitments and candidate's specifications in recruitment process, out of total 95 respondents 7.37 % of the respondents were strongly disagreed and 15.79% of the respondents were agreed to the premise that the office clearly defines the recruitments and candidate's specifications in recruitment process; 10.53% of the respondents were neutral while the rest 42.10% of the respondents were agreed and 24.21% of the respondents were strongly agreed. This indicates that the office clearly defines the recruitments and candidate's specifications in recruitment process. As described in the above table concerning time taken for the recruitment, 9.47 % of the respondents were strongly disagreed to the fact that time taken for the recruitment is quick and applications are informed on time in the recruitment process; 17.89% of the respondents were disagreed and 11.56% of the respondents were neutral; while the rest 44.21 % of the respondents were agreed and 16.84 % of the respondents were strongly agreed. This indicates that time taken for the recruitment is quick and applications are informed on time. In the question related to the candidate's treatment by the recruitment panel. Out of the total 95 respondents; 5.26%

respondents strongly disagreed and 21.05% of the respondents disagreed to the candidates' treatment by the recruitment panel. 7.37% of the respondents were neutral and the rest 47.37% and 18.95 % of the respondents agreed and strongly agreed respectively. This indicates that the recruitment panel has been treated their candidates fairly.

Table 11: The Recruitment Methods to the Internal and External Candidates

No	Question	Valid	Frequency	Percent (%)
1	External recruitment method used by the office to attract candidates is good.	Strongly Disagree	21	22.11
		Disagree	30	31.56
		Uncertain	13	13.68
		Agree	21	22.11
		Strongly Agree	10	10.53
		Total	95	100
2	Internal recruitment method used by the office to attract candidates is good.	Strongly Disagree	12	12.63
		Disagree	17	17.89
		Uncertain	13	13.68
		Agree	33	34.74
		Strongly Agree	20	21.05
		Total	95	100

(Source: Data Collected from questionnaires, 2017 E.C)

As shown on the table 11 that the recruitment method to attract candidates externally is good. As we can see from the table, there are 22.11 % respondents strongly disagreed with this premise and 31.56% the respondents disagreed. 13.68% of the respondents were neutral; 22.11% of the respondents agreed to the statement that the recruitment method to attract candidates externally is good and 10.53% of the respondents strongly agreed to this. This implies that most employees disagree with the recruitment method to attract candidates externally is good. In relation to the recruitment method used by the office to attract candidates internally is good, as we can see from the above table 12, 12.63% respondents strongly disagreed to the premise (The method that the office uses to recruit internally is good). 17.89% of the respondents disagreed; 13.68 % of the respondent was neutral. 34.74% of the respondents agreed and 21.05% of the respondents strongly agreed to this premise. This indicates that majority of the respondents agreed to the office uses to recruit internally is good.

Table 12: Vacancy Advertisement

No	Question	Valid	Frequency	Percent (%)
1	Qualification requirements of a job were always properly stated on vacancy announcement.	Strongly Disagree	31	32.63
		Disagree	35	36.84
		Uncertain	5	5.26
		Agree	17	17.89
		Strongly Agree	7	7.37
		Total	95	100
2	Duties and responsibilities of the job holders were properly stated on the vacancy advisement.	Strongly Disagree	25	26.32
		Disagree	30	31.58
		Uncertain	10	10.53
		Agree	20	21.05
		Strongly Agree	10	10.53
		Total	95	100
3	The convenient and accessible medias were always used to advertise vacancies.	Strongly Disagree	23	24.21
		Disagree	32	33.68
		Uncertain	7	7.37
		Agree	23	24.21
		Strongly Agree	10	10.53
		Total	95	100
4	The recruitment process was satisfactory.	Strongly Disagree	20	21.05
		Disagree	34	35.79
		Uncertain	12	12.63
		Agree	19	20
		Strongly Agree	10	10.53
		Total	95	100

(Source: Data Collected from questionnaires, 2017 E.C)

In the above table 12; of the question related to qualification requirements of a job were always properly stated on vacancy announcement, out of total respondents 32.63 % and 36.84% of the respondents strongly disagreed and disagreed respectively to the premise that qualification requirements of a job were properly stated on vacancy advertisement; 5.26% of the respondents were neutral; 17.89 % of the respondents agreed and 7.37% of the respondents strongly agreed. The majority of the respondents responded by saying that the qualification requirements of a job were not properly stated on vacancy advertisement. In the premise of the duties and responsibilities of the job holder were properly stated on vacancy advertisement, out of the total 95 respondents, 26.32% of the respondents strongly disagreed; 31.58% of the respondents disagreed; 10.53% of the

respondents were neutral about the issue; and 21.05% of the respondents agreed and 10.53% of the respondents strongly agreed.

This shows that duties and responsibilities of the job holder were not properly stated on vacancy advertisement of the office. As we can see from the above table of question the convenient and accessible Medias were always used to advertise vacancies, there was 24.21% respondents strongly disagree and 33.68% of the respondents disagreed that the office used a convenient and accessible media to advertise vacancies and 7.37% of the respondents were neutral about it. The smallest group of the respondents which was 24.21% of the respondent agreed and 10.53% of the respondents strongly agreed that the office uses a convenient and accessible media to advertise vacancies. These shows that majority of the employees in the office disagreed that the office uses a convenient and accessible media to advertise vacancies. In the last regarding to satisfaction of employee in the recruitment out of the 95 respondents 21.05% and 35.79% of the respondents were strongly disagreed and disagreed to the issue respectively while 12.63 % of the respondents were neutral. Lastly, 20% of the respondents and 10.53% of the respondent agreed and strongly agreed respectively. As we can see from the above figure, the recruitment process that has been followed by an office was not satisfactory.

Table 13: Selection Practices

No	Question	Valid	Frequency	Percent (%)
1	The selection practices were in general good in my office.	Strongly Disagree	25	26.32
		Disagree	32	33.68
		Uncertain	6	6.32
		Agree	22	23.16
		Strongly Agree	10	10.53
		Total	95	100
2	I was comfortable with the interviews /s overall approach.	Strongly Disagree	18	18.93
		Disagree	38	40
		Uncertain	3	3.16
		Agree	30	31.58
		Strongly Agree	6	6.32
		Total	95	100

(Source: Data Collected from questionnaires, 2016 E.C)

From the above table, we can understand that 26.32% were strongly disagree agree, 33.68% were agree and 6.32% were neutral. The remaining 23.16% were agreed and 10.53% were strongly

disagreed. This indicates that the employees are proportional on the selection practices were in general good in my office.

On the second question from the above table 13, relating as employees were comfortable with the interviews /s overall approach we can see that out of the total respondents 18.93% of the respondents strongly disagreed; 40% of the respondents disagreed; 3.16% of the respondents were neutral and the rest 31.58% and 6.32% of the respondents agreed and strongly agreed respectively with the approach of the interviewer/s. The analysis made and presented in the above figure clearly confirms that, majority employees in the office agreed that the interviewer/s overall approach was not comfortable.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Summary

The study's findings on recruitment and selection practices within the Garage Zone administration reveal several critical issues. Demographic analysis shows a balanced gender distribution and a predominance of young and well-educated employees, most with 6–10 years of experience, suggesting a potentially capable workforce. However, while over half of respondents believe their office follows recruitment policies, a majority are unaware of those policies, pointing to a communication gap. Orientation on recruitment processes and transparency is lacking, with many employees reporting inadequate briefings and unfair practices.

Although proper planning for HR recruitment is recognized by a majority, notification of vacancies and application of selection criteria are perceived as inconsistent. Most respondents also feel the process is not merit-based and heavily favors internal over external candidates. Alarming, many reported discrimination in recruitment based on personal characteristics and believed the process often fails to align with or even undermines organizational objectives. Interviews further supported these claims, indicating that formal procedures exist only on paper and are manipulated for personal or political interests, especially in leadership appointments.

The summarized analysis of the study also reveals several insights into the recruitment and selection practices in the surveyed office. While a significant portion of respondents acknowledged some transparency and fairness in placement (55.79% agreed/strongly agreed), the majority did not perceive equal opportunity during recruitment, nor that the process resulted in hiring competent staff. Most respondents confirmed they underwent written tests and interviews, yet over 64% believed the recruitment process was not implemented according to HR policy.

Internal and external challenges were widely acknowledged, including inefficiency and lack of qualified labor. Despite some agreement that candidate specifications were clearly defined and timelines were met, dissatisfaction remained regarding external recruitment methods, vague vacancy advertisements, and inconvenient media use. The majority also found the selection process unsatisfactory, with a notable number uncomfortable with the interview experience, indicating that overall recruitment and selection practices need substantial improvement in terms of fairness, transparency, clarity, and adherence to procedures.

5.2. Conclusion

In conclusion, the study highlights serious deficiencies in the recruitment and selection practices of the Gurage Zone administration, despite having a well-educated and experienced workforce. While some planning and procedures exist, they are inconsistently applied and poorly communicated, leading to widespread employee dissatisfaction and perceptions of unfairness. The process lacks transparency, is perceived as biased and discriminatory, and often diverges from established HR policies. Internal favoritism, vague vacancy notifications, and politically influenced appointments further erode trust in the system. To ensure merit-based, effective, and equitable recruitment, the administration must urgently address policy implementation gaps, enhance transparency, provide clear orientation, and eliminate discriminatory and politically motivated practices.

5.3. Recommendations

Based on the study's findings, the following recommendations are proposed to improve recruitment and selection practices within the Gurage Zone administration:

1. **Enhance Policy Communication:** Ensure all employees are regularly informed about recruitment and selection policies through workshops, internal communications, and accessible documentation to close the awareness gap.
2. **Strengthen Transparency and Orientation:** Provide comprehensive briefings and orientations for both HR staff and applicants to improve understanding of recruitment procedures and expectations.
3. **Enforce Merit-Based Practices:** Develop and strictly implement standardized, merit-based selection criteria to reduce favoritism and bias, ensuring fairness for both internal and external candidates.
4. **Promote Equal Opportunity:** Introduce monitoring mechanisms to detect and eliminate discriminatory practices and guarantee fair treatment regardless of personal characteristics.
5. **Improve Vacancy Communication:** Use clear, detailed, and accessible vacancy announcements across multiple media platforms to reach a wider and more qualified applicant pool.
6. **Ensure Procedural Integrity:** Establish independent oversight committees to monitor the recruitment process and prevent political interference or personal manipulation, especially in leadership appointments.
7. **Refine Interview and Assessment Methods:** Standardize interview protocols, improve assessor training, and ensure that all evaluation methods align with organizational goals and HR policy.
8. **Address Labor Market Challenges:** Invest in talent development initiatives and partnerships with educational institutions to address the shortage of qualified labor and enhance the applicant pool.

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Appendix I

Wolkite University Department of Management

Dear respondent

The purpose of this questionnaire is to collect data for requirement for partial fulfillment of B.A degree in Management. The researcher request you to answer the question truly all information. You provide kept with confidential and used for other purpose except for intended research purpose. So please answer the question as honestly and objectively as possible. We would also like to thank you in advance for your cooperation and scarification of your time.

Note:

- There is no need of writing your name.
- Only thick (✓) the one in the table, which you think is an appropriate response. Part I:

Personal Information

Table 1: Background Information of Respondents

No	Socio-demographic characteristics	
1	Gender	Male
		Female
2	Age	Below 20
		20-19
		30-39
		40-49
		50-59
		Above 60
3	Education	PhD
		MA/BSc
		BA/BSC
		Diploma/Level
		High School Complete
		Others
4	Experienc e	Below 1-Year
		1 – 5 Years
		6 – 10 Years
		11 – 15 Years
		Above15 Years

Table 2: The Internal Policy and Awareness of Employees

No	Question	Valid
1	Your office seriously follows the policies and procedures on recruitment and selection of employees.	Strongly disagree Agree
		Disagree
		Uncertain
		Agree
		Strongly Agree
2	I am aware of the formal policies and procedures of recruitment and selection.	Strongly disagree Agree
		Disagree
		Uncertain
		Agree
		Strongly Agree

Table 3: The Orientation, HR planning and Transparency for Recruitment and Selection Employees

No	Question	Valid
1	I receive orientation on recruitments and selection of the employees.	Strongly disagree Agree
		Disagree
		Uncertain
		Agree
		Strongly Agree
2	The recruitment and selection process are monitored to ensure fairness and transparency.	Strongly Disagree Agree
		Disagree
		Uncertain
		Agree
		Strongly Agree
3	There is proper planning for the recruitment and selection process of HR.	Strongly disagree
		Disagree
		Uncertain
		Agree
		Strongly Agree

Table 4: Notification of Vacancies Relevancies of the Selection Criteria

No	Question	Valid
1	I agree with the way of notification for internal vacancies	Strongly Disagree
		Agree
		Disagree
		Uncertain
		Agree
2	I agree with the relevance of the selection criterion used by the office to select competent employees	Strongly Agree
		Strongly Disagree
		Agree
		Disagree
		Uncertain
		Agree
		Strongly Agree
		Strongly Disagree
		Agree
		Strongly Agree

Table 5: Merit Principle, Internal and External Focus of Recruitment and Selection

No	Question	Valid
1	The recruitment and selection process of an office is done on the merit-based principle.	Strongly Disagree
		Agree
		Disagree
		Uncertain
		Agree
2	The recruitment and selection process of the office focuses more internally.	Strongly Agree
		Strongly Disagree
		Agree
		Disagree
		Uncertain
3	The recruitment and selection process of the office focuses more externally.	Agree
		Strongly Disagree
		Disagree
		Uncertain
		Agree
		Strongly Agree
		Strongly Disagree
		Agree
		Disagree
		Strongly Agree

Table 6: Fairness and Transparency of Recruitment and Selection Process

No	Question	Valid
1	Recruitment and selection process is influenced by discrimination based on age, sex, marital status, ethnic origin, religious preference, sexual preference or disabilities.	Strongly Disagree
		Disagree
		Agree
		Uncertain
		Strongly Agree
2	The Recruitment and selection process starts from the objective of the office.	Strongly Disagree
		Disagree
		Agree
		Uncertain
		Strongly Agree
3	The recruitment and selection process of the office adversely affect the objective the office.	Strongly disagree
		Disagree
		Agree
		Uncertain
		Strongly Agree

Table 7: The Recruitment Policy Transparency, Opportunity and End Result

No	Question	Valid
1	The newly implemented placement was fair and transparent in your office.	Strongly Disagree
		Disagree
		Agree
		Uncertain
		Strongly Agree
2	There is an equal opportunity for potential employees during recruitment and selection.	Strongly Disagree
		Disagree
		Agree
		Uncertain
		Strongly Agree
3	The recruitment and selection practice lead to recruit and select competent staff.	Strongly Disagree
		Disagree
		Agree
		Uncertain
		Strongly Agree

Table4.8. Test, Interview and HR manual Implementation

No	Question	Valid
1	You were provided with written test during your employment	Strongly Disagree
		Agree
		Disagree
		Uncertain
		Strongly Agree
2	You have been interviewed during your recruitment and selection process.	Strongly Disagree
		Agree
		Disagree
		Uncertain
		Strongly Agree
3	The recruitment and selection process are implemented as per the public service and human resource development manual.	Strongly Disagree
		Agree
		Disagree
		Uncertain
		Strongly Agree

Table 9: Challenges during Recruitment and Selection Process

No	Question	Valid
1	There are internal challenges in the implementation of the recruitment and selection procedures like limited choice, inefficiency, and bone of contention.	Strongly Disagree
		Agree
		Disagree
		Uncertain
		Strongly Agree
2	There are external challenges in the recruitment and selection procedure like expensiveness of advertisement, unavailability of labor or qualified manpower.	Strongly disagree
		Agree
		Disagree
		Uncertain
		Strongly Agree

Table 10: Recruitment Vacancy Specification, Time and Treatment.

No	Question	Valid
1	The office clearly defines the recruitments and candidates' specifications in recruitment process.	Strongly Disagree
		Agree
		Disagree
		Uncertain
		Agree
2	Time taken for the recruitment is quick and applications are informed on time.	Strongly Disagree
		Agree
		Disagree
		Uncertain
		Agree
3	You were fairly treated by the recruitment panel.	Strongly Disagree
		Agree
		Disagree
		Uncertain
		Agree
		Strongly Agree

Table 11: The Recruitment Methods to the Internal and External Candidates

No	Question	Valid
1	External recruitment method used by the office to attract candidates is good.	Strongly Disagree
		Agree
		Disagree
		Uncertain
		Agree
2	Internal recruitment method used by the office to attract candidates is good.	Strongly Disagree
		Agree
		Disagree
		Uncertain
		Agree
		Strongly Agree

Table 12: Vacancy Advertisement

No	Question	Valid
1	Qualification requirements of a job were always properly stated on vacancy announcement.	Strongly Disagree Agree Disagree Uncertain Agree Strongly Agree
2	Duties and responsibilities of the job holders were properly stated on the vacancy advisement.	Strongly Disagree Agree Disagree Uncertain Agree Strongly Agree
3	The convenient and accessible medias were always used to advertise vacancies.	Strongly Disagree Agree Disagree Uncertain Agree Strongly Agree
4	The recruitment process was satisfactory.	Strongly Disagree Agree Disagree Uncertain Agree Strongly Agree

Table 13: Selection Practices

No	Question	Valid
1	The selection practices were in general good in my office.	Strongly Disagree
		Agree
		Disagree
		Uncertain
		Agree
2	I was comfortable with the interviews /s overall approach.	Strongly Disagree
		Agree
		Disagree
		Uncertain
		Agree
		Strongly Agree