ASSESSMENT OF EMPLOYEE RECRUITMENT AND SELECTION PRACTICE (ACASE STUDY OF BUTAJIRA HOSPITAL)

A RESEARCH PAPER SUBMITED TO THE DEPARTMENT OF MANAGEMENT IN PARTIAL FULFILLMENTS FOR THE AWARDS 0F BA DEGREE IN MANAGEMENT

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ABSTRACT

The study was attempted to assess employee recruitment and selection practice in Human resource department of Butajira Hospital.

The main objective of the study was to assess employee recruitment and selection practice in case of HRM department of Butajira Hospital. Identify major problem areas and suggest suitable solutions and recommendation to improve recruitment and selection practice.

The study was used primary sources of data to attain the above objective. The primary data was collected directly from the employees of the organization by using unstructured interview and questionnaire.

The researcher utilized census survey because the number of employees was small in the HRM department of Butajira hospital.

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

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CHAPTER ONE

1. INTRODUCTION

1.1BACK GROUND OF THE STUDY \

In today's organization of the world human resource planning is the starting point of deciding whether calling of new application to the organization in needed or not needed.

Recruitment and selection are vital functions of human resource management for any type of business organization (Ofori & Aryeety, 2011).

Recruiting and selecting the most qualified employees is the most and the key determinates of the organizational capacity to build and achieve its goal. There for we can define recruitment it is the process of generating a pool of candidates for particular job (Luis, R, 1995).

Recruitment is the process of finding and appealing suitably qualified people to apply for job vacancies in the organization (Opatha, 2010).

Selection is the process of making decision about hire or no hire regarding each applicant for the job. Both recruitment and selections are the process by organization finds and choose the most qualified worker among those applicants in the most critical task in any either in developing country as in developed countries even in the world (Aryeety, 2011).

Most people would agree that the most qualified candidates should be hired or promoted. But in the long run, hiring the most qualified candidates contributes tremendous difference to the organizational effectiveness and bottom like performance (Wibow, 2008).

Since the growth and complexity of the organizations are increasing from time to time, effective human resource planning, employee recruiting and selecting process should be carefully analyzed in advance that to day before. Therefore, when an organization are decided to recruit and collect new application, it is mandatory they should have to think that selecting and hiring the best qualified worker is the back bone of their performance (Gratton,1997).

1.2 Statement of the problem

It is a difficult task for organizations to search, recruit and select talented people in today's tight labor market. As there are fewer qualified talents available, the competition is intensifying. This shortage leads to absolutely essential for organizations to conduct effective recruitment and selection. What more is acquiring the right talent is becoming an increasingly complex and challenging activity. It enforce them to recruit and select employees which is the determinates of organization performance (Mandy 1999)

Recruiting, selecting and applying the most qualified worker to the job is the key determinates of organizations of its performance the organization or /Butajira Hospital/ should know each

and every factors or problems and also want to examine from where they are sourced. That mean either from its selection criteria's it uses. The researcher wants to bridge the gap by answering the following researcher questions.

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

Which are directly related to the specific objective of the title.

1.3 Objectives of the study

1.3.1General objective

The general objective of this study is to asses employee recruitment and selection practice in case of Butajira Hospital

1.3.2 Specific objectives

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

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

1.4 Significance of the study

Under this subtopic the researcher wants to analyze the purpose of research paper. After the completion of this research paper, the organization (Butajira Hospital), the researcher himself/herself, other researcher and individuals can be benefit from the conclusion and recommendation to correct their errors.

- The researcher would get experience to do better than when he required doing other researchers and individuals can benefit as reference and document.

- The study also provides use full information for the Hospital to perform well by considering its performance for failure or encourage them to do all the best to increase the qualification of the human resource planning

1.5 Scope of the study

Since it is difficult to cover all Ethiopian Hospitals to conduct this particular research paper, the researcher wants to limit its case study only on Butajira Hospital.

In addition, the researcher would prefered Butajira hospital because of familiar with the employees rather than the other else and to reduce cost and time.

1.6 LIMITAION OF THE STUDY

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

- One of the major limitations of this study was due to its small sample size.
- Inability of respondents to fill the questionnaire properly.

CHAPTER TWO

LITERATURE REVIEW

2.1 CONCEPTS AND DEFINITION TERMINOLOGY

The two most important aspects of staffing are human research planning. It is derived from organization needs of labor force. Therefore, recruitment defined organization needs of attracting application for the position needed. (Ivancevich 2 PP 104).

Most experts maintain that recruitment and other recruitment effectiveness in turn affects the selection success. Therefore, recruitment and selection are the most important concepts and are inter dependents, which are not separated.

The process of staffing putting the right people in the place at the right time is one of the most critical tasks of any organization. Because the quality of the work performed is determined only by these capability of the people performing it so that recruitment is the process of finding qualified people and encouraging them for work to the firm and selection is the process of choosing among those who do apply Together those two facts of human resource management supply is the life blood to the organization. (Ivancevich, 1998.pp214)

2.2. Alternatives of organizations to recruitment

Even when the human resources planning indicate the need for the additional; work force, affirm should decide and consider the increasing size of its work force and the consequential or related expenses. Because, if once employees are placed on the payroll, it may be difficult to remove them, even if their performance is marginal. Therefore, affirm must consider its alternative in the recruitment processes.

These the common known alternatives are the following**:-**

A. Contingent worker; Also kwon as temporary disposable workers used for meeting temporary fluctuation or shortage workers instead of engaging to recruitment
B. Out sourcing:- is the process transferring responsibility for an area of service and it's objectives to external provider or other organization.
C. Employee leasing: - when a firm terminates some or most of its employees and leasing company hire them usually at the same salary range.
D. Over time:- is the most commonly used method to external or to meet short term labor fluctuation. (Gary dessler, 2002)

2.3 Recruitment and other human resource

Activities and organizational alternative:-

Recall the statement earlier about the inter dependent nature of reputation of the organizations like decision regarding employee testing work policies and programs, compensation, benefits and corporate image all can have impact on recruitment (Mondy 1999)

2.4 Organizational recruitment process

Ideally the recruitment should ensure that for every position available in the firm, there a sufficient number of qualified applicants. These applicants should include both sex and various social groups. Such as minorities and disable groups. Especially for those larger organizations, recruitment is complex and continuing processes that demand extensive planning and effort (Mitiku, Bekele 2005).

The figure in to show organizational recruitment process dearly. Figure 2.1 below and factors.

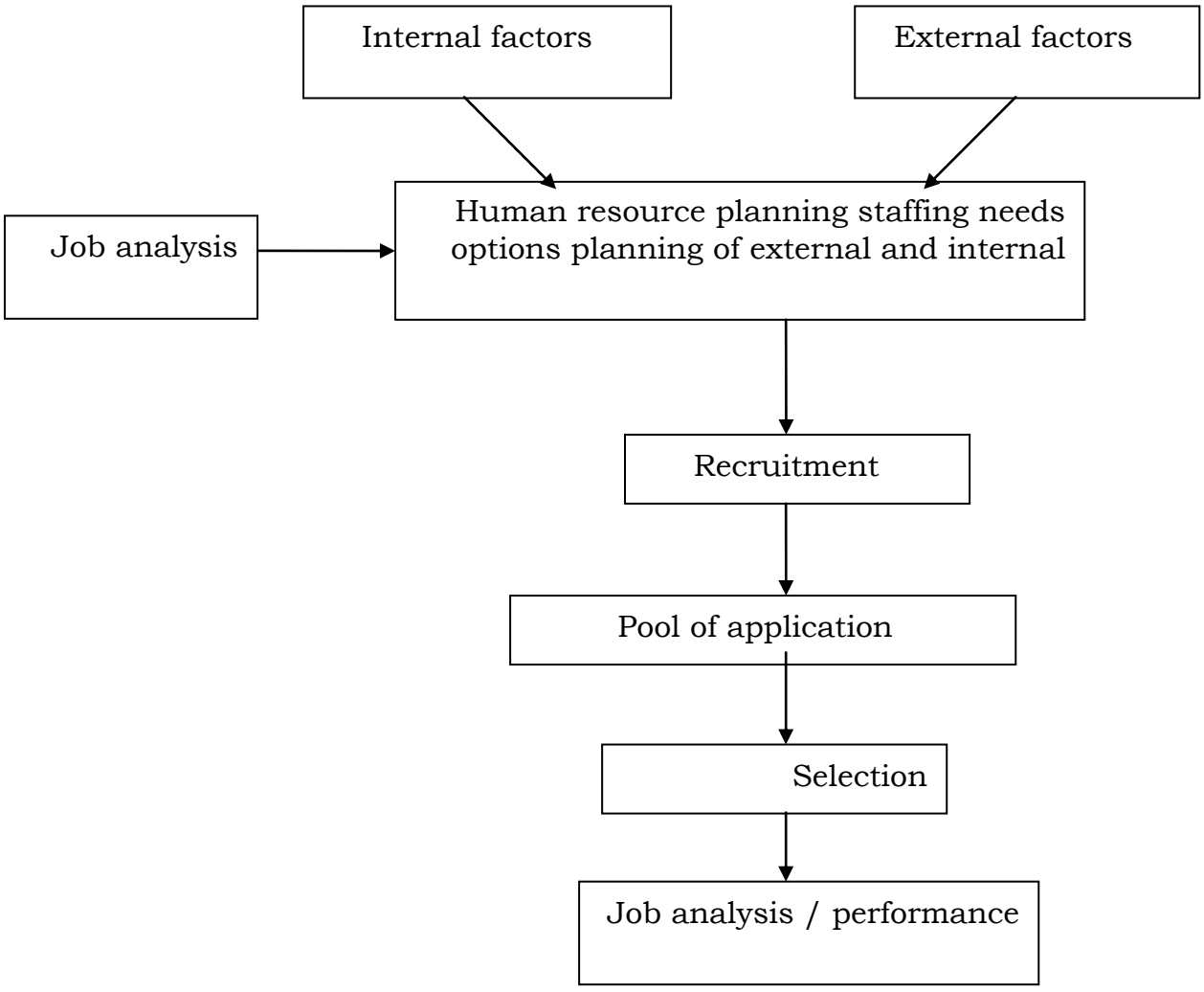


Figure 2.1 stages of recruitment and selection

Source (Braton & gold 2007, PP 241).

2.5 Factors affecting the recruitment process.

There are different factors affecting organizational employee recruitment process. Thus are**:-**

1. Organizational factors and
2. Environmental factors.

Organizational factors**: -** many factors affecting the success of the organizational recruitment from the organization itself. The most common known organizational factor are:-

i. Company's reputation: - that affects the company's recruitment success interims of product or services over all the company projects a certain image to the community at large and this influence its ability to a fact qualified workers to be attracted. In many cases good advertising and successful public relation effort can increase community knowledge of the company, rise public application and thus makes dramatic impact it can recruitment.

ii. Relations with labor unions:- it can be critical to public perceptions of the firm as can be company's reputations for offering high or low wages.

iii. Organizational climate:- the organizational climate and condition in which the current or existing employees are surviving affect the recruitment success.

iv. Working condition of the organization:- indicates employee's safety, security, employee insurance and requirements are considered as working condition and has its own impact on the organizational employee recruitment success.

v. Cost of recruitment:- the cost of calling application in the important factors to be considered in recruitment process and call applicants as they need. They may not have the recourse to interview candidates at colleges outside the region organization may not have financial capacity to pay the travel to analyze the cost involved in the alternative method.(French, Wendell,2007)

Environmental/External factors Affects organizational Recruitment process.

In addition to the factors within the organization, the external or environmental factors influence the recruitment success in a variety of the ways. The most common known are**:-**

A. Competition with other comprise**:-** Can reduce the pool of qualified applicants or raise salary expectations from the firm woulding to pay.

B. Labor market:- most obviously, the condition of labor market affects the supply of qualified candidates. If the firm cannot find enough skilled applicants in the immediate area, it may reed regional or a national search program.

C. Economic trend:- can influence both the number and pursuing of people certain occupations and the demand for their services.

D. Social attitudes:- About particular type of employment would also affect the supply of workers. If a job I considered uninteresting, oppressive or low in status, applicants would call it unless the wages are extremely attractive.

E. Control of labor unions:- in some industries unions may control the supply of applicants. Although discriminations against non-union members is illegal. The union can evaluate applicants who are referred would usually be union members.

F. Federal and state government regulations:- finally, federal and state regulations concerning equal employment opportunity and affirmative actions set the frame work within which are recruitment program must function. All these the above factors

are should be considered by the organization human resource planner.(Tyson , shoun ,1996.p104)

2.6 Source of Recruitment

Obviously the objective of the firm is to call the qualified candidates and to apply for work. In order to realize these objective, the firm have two sources of recruitment thus are internal and external sources of recruitment.

2.6.1 Recruitment within the organization.

For position above the entry level, the best source of recruitment is from the organization itself. There are different methods used in internal recruitment Sare:-

1. Job posting: - it involves all announcing of job opening to all currently existing employees, bulletin board notice or printed bullet in can be used for this purposes. Some firms have developed computerized job posting system plat employees can obtain in for motion on their computer screen. In some companies the personnel offices publishes monthly new paper that list the position available.
2. Employee referrals;- another way of finding application on within the organization is through employee referrals by people in other departments. Informal communication among mangers can lead to the discovery that best candidate for a job in already working in different section of the firm.
3. Skill inventory:- many firms have developed computerized sills inventory of their employees. Information about employees skill, educational back ground, work history and

other important factors are stored in data base, which can

Used to identify employees wish in the attributes needed for particular job.

- Wendell L. French (2007)

2.6.1.1 Advantage and disadvantage of internal recruitment.

I. Advantages of internal recruitment;- the chief advantage of recruitment within the organization is that the employee is already known his/her performance in the job would usually be more predicable than that of an outsider and organizational commitment.

II. Disadvantages of internal recruitment

There are several reasons why organizations might decide to recruit externally.

- First, for entry; - level positions and perhaps even for some specialized upper level positions, there may not be an internal recruitment from which to draw.
- Second, bring in outsiders may expose the organization to idea or new ways of doing business. Using only internal recruitment can result in a work force whose members all think alike and who therefore may be poorly suited for innovation without occasional new talent from outside; management may become stagnant, out touch with the completion and the market place.

(Noe, Raymond 2006)

2.6.2 Recruitment from outside the organization

Finding qualified applicants from outside the organization is the most difficult part of recruitment. The organization success of getting and demanding the specialized skills depends on the effectiveness of the organization's recruitment program. The common methods for external recruitments are**:-**

i. Internet and E-mail**:-** the internet provides the advantage of speed to employers and applicants like. A job can be posted one day and resumes may begin arriving over night by e-mail or fax.

ii. Advertising**: -** has the advantage of reaching relatively a large number of potential applicants.

iii. Placement Agencies**:-** educational institutions ranging from high schools to universities usually have placement offices to assist their graduates in the finding work

iv. Field recruitment: companies interesting in recruiting new graduates of colleges generally do more than simply contact school placement offices. The company may also run notice in the student newspaper and other locates publications that students are likely to read. This sending of recruiters out into the environment is called field recruiting.

v. Walk- ins and unsolicited applicants file:- the most common and the least expensive approach for candidate is direct applications where job seekers submit unsolicited materials (eg. Resume) or simply show up in person seeking employment.

vi. Referrals:- employees referrals of candidate from
Outside the organization have been valuable source of applicants for many organization

Vii. Internship**:-** placement directors, students and recent college organizations constitute one of the most effective recruiting strategies. (Dessler, 2002, pp114)

2.6.2.1 Advantages and Disadvantage of external recruitment.

A. Advantages of external recruitment**:-** As everybody know one big advantage of external recruitment is that the approach can facilitate the introduction of the new ideas and thinking into corporate decision making the new blood comes with no ownership of past strategies,, which often hinders an objective assessment of future strategies

B. Disadvantage; - of external recruitment the introduction of new personnel may have negative impact on work group cohesion and morale.

2.7 Recruiting Evaluation

Evaluating the success of recruiting effort is important because that is the only ways to find out whether the efforts are cost effective in terms of time and money spent.

General areas of evaluating recruitment are includes:-

- Quantity of applicants: - because the goal of good recruiting is to generate a large pool of applicants from which to choose quantity is natural place to begin evaluation.
- Equal employment opportunity goals: - the recruiting program is the key activity used to meet goals for hiring protected class individuals.
- Quality of applicants: - in addition to quantity, there is the issue of whether the qualification of the applicant pool are sufficient to fill the openings.
- Cost per application hired:- cost varies depending on the position being filled, but knowing how much it costs to fill an empty

Position puts for over and salary in perspective and time is also be considered.(Harris, Michacl,1997,p201)

2.8. Selection

2.8.1. Definition of selection

When as recruitment encourages individuals seek employment with the firm, the purpose of selection is to identify and employ the best qualified individuals for specific position.

So that we can define selection as the process of choosing from a group of applicants of individuals those best suited for particular positions. (Tyson, Shoun, 1996).

2.8.2. Nature of selection

The selection process by its nature is the process of choosing individual who have relevant qualification to fill jobs.

In other word, it means, personnel is the process by which companies decide who would or would not be allowed in to their organizations.

(Noe, Raymond 2006)

2.8.3 Generic standard of organizational selection

There are several generic standards that the selection process should be met in any organization or firm. There are some common standards are**:-**

i. **Validity: -** we can define validity as the extent to which performance on the measure is associated with performance on the job.

   Validity can be classified as criterion validation and content validity.

   a. Criterion related validity**:-** one way of establishing the validity of selection method is to show there is an empirical association between scores on the selection measure and scores for job performance. There are two type of criterion validity these are:-

      1. Predictive validity:- it seeks to establish an empirical relationship between test scores taken prior to being hired and eventual performance on the job. It requires one to time, after test administration to see how subsets of those applicants are performed.
      2. Concurrent validation:- it assesses the validity of tests by administering it to people as ready on the job and then correlating test scores with existing of each person's performance. More clearly depicted on the following figure.

Concurrent Validation

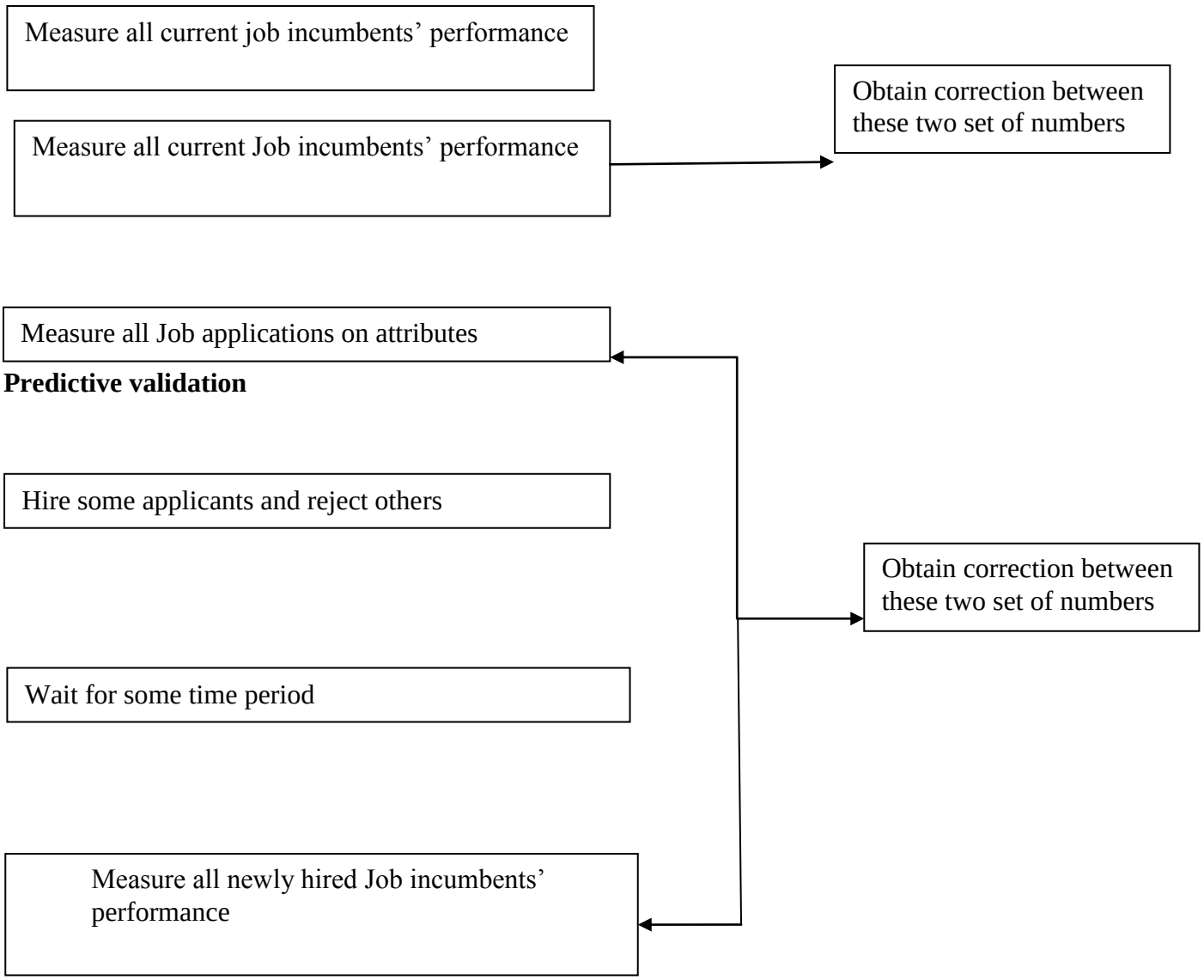


Figure 2.2.3 Graphical depiction of concurrent predictive validation designs.

: Noe H.B 1996

b. Contingent validation: - when sample sizes are small an alternative test validation strategy content validation can be used.

ii. Reliability;- one of the key standards for any measuring device is its reliability as the degree to which to measure is a free from random error.

iii. Generalize ability**:-** is defined as the degree to which validity of selection method established in one context extends to the other context.

iv. Utility:- is the degree to which the information provided by selection methods enhances the bottom lines effectiveness of the organization. Generally the more reliable, valid and generalize able the selection methods is, the more utility it would have.

v. Legality**:-** the final standard that any selection method should adhere to is legality. All selection method should confirm to existing legal precedents. (Harris, Hichael Noe, 1997)**.**

2.8.4. Process of selection

The process of selection is typically being with the preliminary interview which used to reject the unqualified applicants immediately to save further costs of the employer.

a. Preliminary interview:- the purposes of these initiate screening of applicant those obviously do not meet the positions requirements.
b. Review of applications:- is another early step in the selection process may be involve having the prospective employment the employer then evaluate it so see whether there is an operant math between the individual and the position.
c. Employment testing:- a technique that some organizations use to aid their selection decision is an employment test
d. Employment interview: - the preparation organization impressions that interviewers, from before the interview can influence the conducting of their interviews.(Randall. S.Suhwar P217)
e. Back ground investigation:- The only way of employers to protect themselves from resume fraud and false credentials is to request verification or proof from applicant either before or after hire (S.Sular. 1988)

2.8.5 Factors affecting organizational employee selection process

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

Most of the common factors are:-

1. Legal consideration:- human resource management activities are influenced by legislation, executive order and by the court decisions
2. Speed of decision making: - the time available to make a decision of selection can also have a major effect on the selection process.
3. Organizational Hierarchy: - Extensive back ground checks an interviewing would be conducted to a variety of experience and capabilities of the applicants for the executive position.
4. Applicant's pool: - the number of qualified applicants collected for particular position can also affect the process of employee selection.
5. Type of organization:- the sector of an economy in which an individuals are to be employed / I. e. either private or government, for profit or nonprofit oriented /

organizations are greatly affect the success of employee selection (Leslie W.Rue: 1999)

2.8.6 CRITERIAS OF EMPLOYEE SELECTION

Once selected, the panel members develop selection criteria involves clarifying and weighting the various pieces of information assembled through perusals of the job description and job specification and discussion among the interview team members, especially those most familiar with the job and coworkers.

Steps are involved to choose the

Step 1 Deciding who would be involved in the selection process and developing selection criteria

- This step should occur prior to recruitment, since without accurate information about the job and the essential human qualification required to perform it. It is imposable to plan an appropriate recruitment campaign, let alone an effective, legally defensible interview.

Stet 2:- specifying musts and wants and weighting the wants. Once agreed upon, the selection criteria should be divided in to two categories musts and wants. This step should also occur prior to recruitment.

Must criteria: - are those that are absolutely essential for the job, include a measurable standard of acceptability or are absolute, and can be screened initially on paper.

The want criteria: - are those that have been called from the must list. They include skills and abilities that cannot be screened on paper (such as verbal communication skills), are not readily measurable as well as those that are highly desirable but not critical.

Step 3 Determining assessment strategies and developing on evaluation form:- once the must and want criteria have been identified appropriate strategies for learning about each should be specified. (Leslie W.Rue; 1999).

Step 4 Developing interview questions to be asked of all candidates.

- Situational questions – behavioral questions – Job – knowledge questions – worker-requirements or willingness questions.

Step 5 Developing candidates – specific questions should also be word

Processed in advance and added to the bottom of the interview

Questionnaire for each candidate.

Step 6 The supervisory interview: - when the supervisor recommends hiring an individual, he or she has made a psychological commitment to assist the new employee if the

candidate turns out to be unsatisfactory; the supervisor is much more likely to accept some of the responsibility for his or her failure.

Step 7 A realistic job preview:- a realistic job preview (RJP) strategy Used to provide applicants with realistic information both Positive and negative about the job demands, the organizations expectations and the work environment.

Step 8 Making the hiring decision: - To make the hiring decisions, Information from the multiple predictors used must be combined and the applicant who is the best fit with the selection criteria must be identified. HR department staff members generally play a major role in compiling all of the data it is the immediate Supervisor who is usually responsible for making the final hiring decision.

Step 9 Candidate notification:- once the decision has been made, a job offer is extended to the successful candidate, HR department staff members generally handle offers of employment, both the initial offer by telephone and follow- up in writing (Gary Dessler, 2002)

Step 10:- evaluating the selection process

- Evaluating the selection process involves considering a number of - Are the selection procedures used effective identifying qualified, capable, productive employees?
- Are the techniques used efficient and worth the costs and trouble.
- Are there ways in which the process could be streamlined or improved?

To answer these questions, feedback is required.

- Retention data and performance, ratings, turnover and) or absenteeism, low employee satisfaction, union grievances or unionization attempts, and even legal challenges.
- Constructive feedback can also be obtained from employees and supervisors, and through assessment.

(Garry Dessler: - 2002).

CHAPTER THREE

3. RESEARCH METHODOLOGY

3. 1 Research Design

In this study the researcher would be use descriptive type of research design. Because it is concern with finding out who, what, when, how. This is to describe the existing practice of the organization.

3.2 SOURCES OF DATA

Primary data sources

Primary data sources are the most valuable to address this particular research which was collected directly from the employees of the organization.

Usefully tools to collect primary data: - are questionnaire and interviews.

3.3 Data collection

To address this particular research paper data was collected by using questionnaires and unstructured interviews. After the questionnaires were designed, first it was tested and then questionnaires would be distributed for the sample size of 6 employees of Butajira hospital in HRM department, it would be administered by the researcher himself/herself.

3.4 Target population

The populations, for this study was 6 employees working in HRM department of Butajira hospital

3.5 Sample size and sampling techniques

To conduct this research, the researcher was used census to collect data from the total population .Because the total number of population in the HRM department is small.

3.6 Data processing and analysis.

The researcher wants to identify how data were processed and analyzed. So after all data were collected, the researcher is used to quantitative methods of data processing which means the data from the questionnaires would be changed in to tabulation from using numbers and percentage from those figures of percentages interpretation is conducted because unless there is an interpretation putting percentages and numbers in the table tells nothing so that from the interpretation, recommendation and percentage data was made. Therefore in the form of tabulation and percentage data is analyzed and processed.

CHAPTER FOUR

4. DATA PRESENTATION AND ANALYSIS

4.1 QUESTIONNAIRE ANALYSIS

The major primary data tools that the researcher used to collect data and complete this particular study was questionnaire out of total HRM employees of Butajira hospital, one human resource manager asked interview and 6 employees were filled the questionnaire there was field the question properly because the researcher was administer and collect at the same time it distributed. The analysis and discussions are as follows.

Table 4.1 respondent's personal information

No	**Item**	**Respondents**	
1	**Sex:-**	**Number**	**percentage**
	Male	4	67%
	Female	2	33%
	Total	6	100%
2	Age- group 20-30	2	33%
	31-45	4	67%
	45 and above	--	--
	Total	6	100%
3	Educational status		
	-High school completion	--	--
	-certificate	--	--
	-Diploma	2	33%
	- Degree	4	67%
	Total	6	100%
4	Marital status – marred	5	83%
	- unmarried	1	17%
	- divorced	--	--
	- widowed	--	--
	Total	6	100%

As we can see from the above table, out of 6 total respondents 67% (4) and 33% (2) are said male and female respectively we can conclude that most of the HRM department employees of the hospital are male and the manager expect to balance the ratio. From the data related to age group, out of 6 total respondents, 20-30, 31-45 and 46 above are 33% (2), 67% (4) and 0%(0) respectively are found in between 46 & above age group.

On the other hand, from the data related to the respondent's educational status out of 6 total respondents, 67% (4) respondents are said degree holder and the rest 33% (2) is said diploma holder. Form this data we can easily understand that most of the employees of the HRM department are degree holder and there is no employees who have certificate and high school completion card. Finally from the data shows marital status, out of 6 total respondents, 17% (1) is said unmarried, 83 %(5) are said that they are married and there is no respondent who said widowed and divorced.

Thus we can understand that most of the employees of HRM department of the hospital are married.

Table 4.2 responses on source of recruitment

No	**Items**	**Respondents**	
5	Does the organization make recruitment process?	**Number**	**percentage**
	Yes		
	No	5	83%
		1	17%
	Total	6	100%
6	If you say "Yes" Q no 5, which source of recruitment it uses?		
	Internal ----------	--	--
	External ----------	--	--
	Both----------	5	100%
	Total	5	100%

From the above table 4.2, out of the total respondents 83%(5) said yes the recruitment process is takes place in the organization and the rest 17%(1) is said no. Therefore, we can say that the organization makes effective recruitment. On the other hand, from the data shows source of recruitment out of 5 total respondents, 100% (5) are said both internal and external. These sows the organization makes or recruits from both internal and external source of recruitment and the concerned body expected to know the reason behind.

Table 4.3 responses on the alternatives to recruitment

No	**Item**	**Respondents**	
		Number	**% age**
7	Does the organization use alternatives to recruitment? Yes No	 5 1	 83% 17%
	Total	6	100%
8	If you say "yes" on Q 7 how do you rate? Very high high Medium Low Very Low	 1 2 1 1 -	 20% 40% 20% 20% -
	Total	6	100%
9	Which type of alternative is it uses more? A. contingent worker B. Out souring C. Employee leasing D. Over time	 3 - 1 2	 50% - 17% 33%
	Total	6	100%

From the above table out of 6 total respondents, 83% (5) said yes and the rest 17% (1) are said no which means 83% (5) of the respondents believe that the organization use alternative to recruitment. Thus it shows Butajira hospital uses different alternatives to recruit new employees. On the other hand from the data shows the rate how the organization use these alternatives, out of 5 total respondents, 20% (1) are said medium and the rest are said very high 20% (1), high 40 (2), low 20 % (1) and there is no respondent who said very low. Thus anybody can understand that the rate how the organization focuses on alternatives to recruitment is high. Finally from the data shows type of alternatives to recruitment, out of 6 total respondents, 50% (3) are said the organization use contingent worker and the, employee leasing 17% (1) and over time 33% (2) there is no respondent who said outsourcing. Therefore from this data anybody can conclude that the organization use contingent worker more than other alternatives to recruitment. The hospital should have reduced contingent workers because it is not more feasible.

Table 4.4 responses on factors that affect recruitment process.

No	**Item**	**Respondents**	
		Number	**% age**
10	Which is/are internal factors affecting the organizational recruitment process? A. Working condition B. Relations with labor unions C. Organizations climate. D. All factors can affect	 3 - - 3	 50% - - 50%
	Total	6	100%
11	Which is/are external factors affect employee recruitment A. Competition B. Labor market C. Economic trends D. Government regulation	 - - -	 - - -

	E. Social attitude F. All factors can affect	1 1 4	17% 17% 66%
	Total	6	100%

From the above table 4.4 out of 6 total respondents, 50% (3) are said working condition and the rest said all factors 50 %(3) and there is no respond who said relation with labor unions and organizational climate. Therefore from this data we can conclude that the most internal factor affect the organizational recruitment process is working condition and others and the manager expect to influence such condition.

On the other hand from the data shows external factors, out of 6 total respondents, 66% (4) are said all factors and government regulation 1% (17), social attitude 17% (1) and there is no respondent who said competition, labor market and economic trend respectively. Therefore from these data we can understand that the most external factors that affect organizational recruitment process are all factors. Mostly social attitude, government regulation, labor market and competition.

Table 4.5 response on employee evaluation for internal recruitment.

No	**Item**	**Respondents**	
		Number	**% age**
12	Do you believe that the evaluation made to recruit from internal is directly job related? Yes No	 5 1	 83% 17%
	Total	6	100%

From the above table 4.5 out of 6 total respondents, 83% (5) are said yes and the rest 17% (1) is said no that means the evaluation method that that the organization used to recruit from internal is directly job related. There force such evaluation method to recruit from internal of the organization enhance their performance.

Table 4.6 Recruitment opportunity of the organization

No	**Item**	**Respondents**	
		Number	**% age**
13	Do you believe that the recruitment process of an organization have equal chance for both sex? Yes No	 6 -	 100% -
	Total	6	100%

From table 4.6 above out of 6 total respondents 100% (6) and there is no respondent who said no. Since all of respondents said yes. It shows that the organizational recruitment process have equal chance for both sex that means male and female.

Table 4.7 treatment made for disable applicants

No	**Item**	**Respondents**	
		Number	**% age**
14	Does the organization give special treatment for disable applicants? Yes No	 6 -	 100% -
	Total	6	100%

From table 4.7 above in relation the treatments made for disable applicants, out of 6 total respondents, 100% (6) are said yes and there is no respondent who said no.that means the hospital gives special advantages or treatments for disable applicants. From this data, the researcher can understand that organization made equal employment opportunity for disable applicants.

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

No	**Item**	**Respondents**	
		Number	**% age**
15	How much the organization focus on internal recruitment?		
	Very high	-	-
	High	3	50&
	Medium	2	33%
	Low	1	17%
	Very low	--	--
	Total	6	100%
16	How much the organization focus on external recruitment?		
	Very high	-	-
	High	4	66%
	Medium	2	33%
	Low	-	-
	Very low	-	-
	Total	6	100%

On the above table 4.8 out of 6 total respondents, 67% (4) are said high and the rest are said medium 33% (2), there is no respondents who said very high and very low respectively. On the other hand from the same table 4.8 out of 6 total respondents, 67% (4) said high and the rest are said medium 33 %(2) and there is no respondent who said very high, low and very low respectively. Thus, shows the rate how the organization focus on external recruitment is high.

Table 4.9 responses on factors affecting external recruitment.

No	**Item**	**Respondents**	
		Number	**% age**
17	Do you think that external recruitment has problem for the organization? Yes No	 5 1	 83% 17%
	Total	6	100%
18	If you say "yes" Q 17, which problem can be occurring? A. Its cost ness B. It needs long time training C. It affects exist employee's D. All are occurring	 1 1 - 3	 20% 20% - 60%
	Total	5	100%

From the data on the table 4.9, out of 6 total respondents, 83% (5) are said yes and 17% (1) are said no which means the external recruitment have more problems or affect the organizational performance activities. From the same table 4.9 out of 6 total respondents, 60% (3) is said that external recruitment needs all factors and the rest are said it is costly 20% (1) and it needs long term training 20% (1) respectively. These show us the most problem of external recruitment are all factors. Mostly it is costly, needs long time training and affects the existing employee's moral.

C/ organizational employee selection activities

Table 4.10 factors affecting employee selection process.

No	**Item**	**Respondents**	
		Number	**% age**
19	Which is/are factors affecting employee selection process? A. legal consideration B. speed of decision making C. organizational hierarchy D. pool of applicants E. all factors are affecting	 1 2 - - 3	 17% 33% - - 50%
	Total	6	100%

From the above table 4.10 out of 6 total respondents, 50% (3) are said all are factors and 33 % (2) are said speed of decision making and the rest are said legal consideration 17% (1) and there is no respondent who said organizational hierarchy and pool of applicants. From these data we can understand that the most factor that affect the organizations selection process are all factors.

Table 4.11 employee selection criteria.

No	**Item**	**Respondents**	
		Number	**% age**
20	Which is/are employee selection criteria's that the organization uses more?		
	A. formal education	2	33%
	B. experience	1	17%
	C. personal characteristics	-	-
	D. physical characteristics	-	50%
	E. It uses all criteria	3	
	Total	6	100%

From table 4.11 above, out of 6 total respondents 50% (3) are said all of criteria's and the rest are said formal education 33% (2), experience 17% (1) and there is no respondent who said personal characteristics and physical characteristics respectively. Since the majority of respondents are said all criteria are we can say that the hospital uses all criteria's stated above for the purpose of employee selection.

Table 4.12 Employees selection activities /process

No	Item	Respondents	
		Number	**% age**
21	Do you believe that the selection process has equal chance for both sexes? Yes No	 6 -	 100% -
	Total	6	100%

From the data depicted on the above table 4.12 out of 6 total respondents, 100 %(6) are said yes and there is no respondent who said no.

Which means that all of respondents said yes that means there is equal chance for both sex or male and female applicants? Therefore, the researcher can understand that such selection process is permissible for the organizational performance.

Table 4.13 treatments made for new applicants

No	**Item**	**Respondents**	
		Number	**% age**
22	Does the organization give good treatment for new applicants?		
	Yes		83%
	No	5	17%
		1	
	Total	6	100%

From table 4.13 out of 6 total respondents 83% (5) are said yes and the rest 17% (1) are said no which means the organization gives good treatment for all new applicants as the majority of respondent's response. From this data the researcher can conclude that it is achieving its performance at good position.

Table 4.14 the rate how the organization focus on employee selection criteria's

No	Item	Respondents	
		Number	**% age**
23	How much the organization focus applicants experience?		
	Very high		16.66%
	High	1	50%
	Medium	3	16.66%
	Low	1	16.66%
	Very low	1	-
		-	
	Total	6	100%
24	How much the organization focus on applicant's formal education?		
	Very high		
	High	2	33%
	Medium	1	17%
	Low	3	50%
	Very low	-	-
		-	-
	Total	6	100%

As we see from the above table 4.14 out of 6 total respondents, 50% (3) are said high and the rest are said very high 16.66%(1), medium 16.66% (1), low 16.66% (1), and there is no respondent who said very low. Since the majority of respondents are said high, from these we can conclude that the rate how the organization focuses on the applicant's experience is high.

From the same table 4.14, out of 6 total respondents, 33% (2) are said very high,17% (1) are said high, 50% (3) are said medium, and 4% (2) are said low and there is no respondent who said low and very low that means the majority of the respondents are said that the rate how the organization focus on applicant's formal education is medium and the researcher conclude that the organization gives moderate attention for applicant's formal education during selection process.

Table 4.15 applicants back ground investigation selection criteria's

No	**Item**	**Respondents**	
		Number	**% age**
25	How much the organization focus on applicant's background investigation		
	Very high		16.67%
	High	1	16.67%
	Medium	1	33%
	Low	2	16.67%
	Very low	1	16.67%
		1	
	Total	6	100%

As we see from the table 4.15 above responses on the applicant's background investigation, out of 6 total respondents, 33% (2) are said medium and the rest are said very high 16.67% (1), high 16.67% (1), low 16.67% (1) and very low 16.67% (1) respectively. Therefore, since the majority of the respondents said medium the researcher can conclude that the rate how the hospital focuses on applicant's background investigation is medium.

4.2. Interview Analysis

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

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

4.2.1. Methods of recruitment

What are the main recruitment methods your organization's follow?

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

4.2.2 Alternative selection criteria of the organization

What are your alternative selection criteria's?

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

4.2.3 Factors affecting employee's recruitment

What are main factor's affecting employee recruitment in your organization?

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

4.2.4 the selection process of the organization

What are the selection procedures of your organization?

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

1. Deciding who will be involved in the selection process and developing selection criteria.

2. Determining assessment strategies and developing an evaluation form.

3. Developing interview questions to be asked of all candidates.

- Situational questions – behavioral questions – job - knowledge question **–** worker – requirements or willingness questions.

4. Developing candidate specific questions.

5. The supervisory interview

6. Realistic job preview

7. Making the hiring decision

8. Candidate notification

9. Evaluating the selection process all those listed procedures are the organization's selection process the human resource manager of Butajira hospital.

CHAPTER FIVE

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 CONCLUSIONS

Under this sub topic, the researcher wants to put the conclusion of this particular study and forward to the readers therefore the conclusion statements are written as follows as per the data collected and analyzed from Butajira hospital

- Most of the employees of Butajira hospital are degree holder and they are found between 31-45 age group. Most of them are male and married which shows us they are matured and are in the productive age group
- The organizations policies and principles of recruitment is that they use both internal and external source of recruitment.
- Butajira hospital uses different alternatives to recruitment the rate how the organization focus on alternatives to recruitment is medium and the organization uses contingent worker more than other alternatives.
- The most factors that affect the organization recruitment process are working condition and other factors from internal and external respectively.
- The organization uses directly job related evaluation methods for internal recruitment of employees. The recruitment activities have equal chance for both sexes male and female. The organization gives special treatment for disable applicants.
- The rate the organization give attention for internal recruitment is high and the same for external recruitment.
- External recruitment has more problems for the organization because of all factors could affect the organizations recruitment.
- All factors are affecting the organization selection criteria such as formal education, experience, personal characteristics and physical characteristics
- The organization providing equal chance of being selected for all applicants. There is no discrimination in terms of friendly, blood relationship and give priority for applicants.
- The rate how the organizations focus or give attention to selection criteria such as formal education, experience and all criteria's are medium, low and high respectively. The organization uses different recruitment methods such as bulletin board and especially it uses new paper advertising. This organization pay less salary range new employees relatively from the existing employee.

Therefore Butajira hospital makes different recruitment and selection activities to fill the vacancy position, the process the way and the methods it uses are effective that makes them more performed or such activities brings growth to the organization.

5.2 RECOMMENDATIONS

From the finding of this particular study, the researcher forwarded the following recommendations for Butajira hospital particularly for internal concerned bodies.

- The manager of this organization should have to permanent worker and should avoid contingent worker which do not bring sustainable performance for the organization.
- The manager of this organization should avoid factors affect from internal organization like working condition, other factors and must provide employee's safety, security and employee insurance.
- The manager of this organization should avoid the major external factors that affect employee recruitment process that is labor market by adapting and by paying market based salary. The manager of this organization should focus and must give high attention for internal recruitment because external recruitment need long time training, it is immoral for senior employees and costly.
- The manager should avoid and reduce the factor from pool of applicants by using preliminary interview and removing immediately those applicants with least qualified applicants to save time and to screen the rest carefully.
- The organization or manager should not use all criteria's such as physical characteristics as selection criteria because qualified applicants must be measured in terms of their creativity of new technology, thinking ability and their efficiency.
- .The manager should avoid using applicant's background investigation for employee selection process because they misrepresent their background and qualification.
- The management must avoid the unbalanced payments for existing and new employees having the same status because they may feel discrimination and not do the job as per their ability.

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APPENDIX

WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Dear respondent:- I am graduating class student conducting research study on the assessment of employee recruitment and selection practice in case of Butajira general hospital for the purpose of partial fulfillment of bachelor Degree (BA) in management. So, you are kindly requested to give accurate and relevant information which is the most valuable input for the success of my study. Please be aware that there is no any political, economic, social or psychological harm on you due to responding these questions. Therefore the researcher hopes that you will be answer all questions confidently and frankly.

Thank you in advance

B.N:- Don't write your name.

Make √ or alternative questions

Part I. Personal information of respondents in Butajira general hospital

1. Sex Male ☐ Female ☐ ☐
2. Age group: 20-30 ☐ 31-45 ☐ 46 and above ☐
3. Education status**:** High school completion ☐ Certificate ☐
   Diploma ☐ Degree and above ☐
4. Marital Status: Single ☐ Married ☐ Divorced ☐
   Widowed ☐

Part II. Responses on employee recruitment policies of Butajira general hospital

5. Does your organization make recruitment process?
   Yes ☐ No ☐
6. If we say "yes" on question 5, from which source it recruit?
   External ☐ Internal ☐ Both ☐
7. Does the organization use alternatives to recruitment?
   Yes ☐ No ☐
8. If you say "yes" Q No 7, how do rate? Very high ☐
   High ☐ Medium low ☐ very low ☐ ☐
9. Which type of alternatives is/are it uses more?
   A. Contingent worker ☐ D. over time ☐

B. out source ☐

C. Employee leasing ☐

10. Which is/are internal factor affect the organizations recruitment process?

A. Work condition ☐

B. relational with labor unions ☐

C. Organizational climate ☐

D. All factors are affecting ☐

11. Which is/ are external factors affect employee recruitment process?

A. Competition ☐ D. Government regulation ☐

B. Labor market ☐ C. Social attitude ☐

C. Economic trends ☐ F. all factors are affecting ☐

12. Do you believe that the evaluation method that the organization uses to recruitment from internal is job related? Yes ☐ No ☐

13. Do you believe that the recruitment process of an organization have equal chance for both sex? Yes ☐ No ☐

14. Does the organization give special treatment for disable applicants?

Yes ☐ No ☐

15. How much the organization focus on internal recruitment?

Very high ☐ High ☐ Medium ☐ Low ☐

Very Low ☐

16. Did you think that external recruitment has problem impact for the organization?

Yes ☐ No ☐

17. If you say "yes" for question No/ "16", which problem can be occur?

A. It is costly ☐

B. It needs long time training ☐

C. It is immoral for senior employees ☐

D. all are occurring ☐

Part III. Responses on employee selection activities of Butajira general Hospital

18. Which is/ are factors affecting employee selection process?

A. Legal consideration ☐ E. All factor are affecting ☐

B. Speed of decisions making ☐

C. Organizational hierarchy ☐

D. Number of applications ☐

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

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

B. Experience ☐

C. Physical character ☐

D. Personal character ☐

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

Yes ☐ No ☐

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

Yes ☐ No ☐

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

Very high ☐ high ☐ medium low ☐

Very low ☐

23. How much it focuses on formal education of applicant's for selectio Very high ☐

high ☐ medium ☐ Low ☐ very low ☐

24. How much the organization focus on back ground investigation of applicants for selection purpose? Very high ☐ High ☐ Medium ☐ Low ☐ Very low ☐

INTERVIEW QUESTIONS

1. What are the main recruitment methods your organizations follow?
2. What are your alternative selection criteria's?
3. What are the main factors affecting employee recruitment in your organization?
4. What are the selection procedures of your organization?