



WOLKITE UNIVERSITY
COLLEGE OF SOCIAL SCIENCE AND HUMANITIES
DEPARTMENT OF GOVERNANCE AND DEVELOPMENT STUDIES

Assessment of Employee Recruitment and Selection Practices in the Higher Institution: A Case study of Wolkite University in Guraghe Zone, SNNPRS.

Prepared by: -

ID

- | | |
|-------------------------|--------|
| 1. Mathewos Araso. | 256/09 |
| 2. Ibrahim Kasim..... | 219/09 |
| 3. Widi Reta | 406/09 |
| 4. Getnet Asfaw..... | 207/08 |

Advisor: Maereg Fikadu (MA)

June, 2019
Wolkite, Ethiopia

Assessment of Employee Recruitment and Selection Practices in the Higher Institution: A Case study of Wolkite University in Guraghe Zone, SNNPRS.

A senior essay

Submitted to the Department of Governance and Development Studies, College of Social Science and Humanities, Wolkite University in Partial Fulfillment of the Requirements for the Degree of Bachelor of Arts in Governance and Development Studies

Approved by: -

Advisor.....signature.....date

Examiner.....signature.....date

Acknowledgment

First and foremost we would like to thank our GOD who gives us courage and initiative work through out of this study. We also register our profound and heartfelt gratitude to our research advisor Mr. Maereg, Fikadu, His pieces of advice, corrections and encouragement contributed momentously to the success of this work. Thanks and thanks again. Thirdly we would like to thank the former department head Mr. Yoseph Yonas for his constructive advice where ever we meet. In addition to him also we would like to thank Mr. Abebe Amare for his effective leadership in our study and as a whole in the department. Furthermore, we appreciate the assistance offered by human resource manager and staff of Wolkite University for their patience and their assistance in data collection. Finally we want to take this opportunity to thank for all family members who support us by financial and nonfinancial contribution.

Abstract

Barber (1998) defines Employee recruitment as practices and activities carried on by an organization for the purpose of identifying and attracting potential employee. The overall objective of the study was to evaluate recruitment and selection practice of higher institutions a case study of Wolkite University. In this paper, what is to be under taken is that we used two sources of data, the primary and secondary data. The primary data was collected through using questionnaire from staff employees of Wolkite University and interview from higher officials of the university. Secondary data was collected from published and unpublished material like book magazine and internet. Simple random sampling technique were used In determining the sampling technique in which 62 employees were selected randomly from total population of 717 and purposive sampling also employed to get detailed data from officials of the university. A cross- sectional research design and case study was used to collect quantitative and qualitative data respectively. After data were collected and analyzed conclusion of the study of the problem to put the practice of recruitment and selection in the different organization, finally, possible recommendation is given to the concerned body to solve the problem concerned with recruitment and selection. The general finding of this study is revealed that the organization makes effective recruitment process and its main methods of recruitments are: - internet, TV, radio and bullet advertisement. On the other hand the major challenges of recruitment and selection in the organization are:- ineffective job analysis employer employee relationship, ineffective selection method and so, on.

Keywords:-recruitment, selection,

Employee

Acronyms and Abrevations

EEO - Equal Employment Opportunity

HR Human Resource

SNNPRs South Nation Nationlity Peoples Regional state

WKU Wolkite University

TABLE OF CONTENTS

Acknowledgment.....	i
Abstract.....	ii
Acronyms and Abrevations.....	iii
List of tables	vii
CHAPTER ONE.....	1
1. INTRODUCTION	1
1.1 Background of the study	1
1.2 Statement of the problem.....	2
1.3 Study Objectives	3
1.4 Basic research questions	4
1.5. Significance of the study.....	4
1.6 Scope of the study.....	5
1.7. Limitation of the study.....	5
1.8. Organization of the paper.....	5
CHAPTER TWO	6
2. REVIEW OF RELATED LITERATURE	6
2.1. Introduction.....	6
2.2. The Job Specification.....	6
2.3. Recruitment.....	6
2.3.1. The Concept of Recruitment	6
2.3. 2. Alternatives of organizations to recruitment.....	7
2.3.3. Source of Recruitment	7
2.4. Methods of Recruitment	8
2.4.1. Internal Recruitment	8
2.4.2. External Recruitment	9
2.5. External Factors affecting recruitment.....	10
2.6. Consequences of Ineffective recruitment.....	10
2.7. Assessment of Recruitment Process	10
2.8. Selection	11
2.8.1. The Selection Process	11
2.8.2. Environmental Circumstances influencing selection.....	13
2.9 Conceptual framework of the study	13

CHAPTER THREE	16
3. RESEARCH METHODOLOGY.....	16
3.1 Introduction.....	16
3.2 Description of study area	16
3.3 Research design	16
3.4. Research approach	17
3.5. Research strategy	17
3.6 Sources of Data.....	17
3.7. Sampling Technique and procedures	18
3.8. Target population.....	18
3.9. Sample Size.....	18
3.10. Methods (tools) of data collection	19
3.10.1. The Primary Data.....	19
3.11. Method of Data Analysis	20
3.12. Ethical Consideration.....	20
CHAPTER FOUR.....	21
Data Analysis and Interpretation	21
4.1. General Profile of the Respondents	21
4.2. Recruitment process	23
4.3.Source of recruitment process.....	23
4.4.Methods of recruitment and selection.....	23
4.5. Impact of recruitment and selection on employee performance.....	24
4.6.Challenges of recruitment and selection.....	26
4.7.Methods to fill vacancy position.....	27
4.8.Types of recruitment reached desired candidates.....	28
4.9. Internal recruitment.....	28
4.10.Alternative to recruitment.....	29
4.11.Factors that affect internal and external recruitment.....	30
4.12.Problems of external recruitment	32
4.13.Selection methods to choose candidates.....	33
4.14.Factors affecting employee selection process.....	34
4.15.Employee selection criteria.....	34
CHAPTER FIVE	37

SUMMERY, CONCLUSTION AND RECOMMENDATION	37
5.1. SUMMERY, CONCLUSTION	37
5.2 conclusions.....	37
5.3 Recommendation	38
References.....	41
Appendix 1.....	43

List of tables

Table .4.1. Personal information of respondents.....	21
Table. 4.2. Recruitment process.....	23
Table.4.3. Source of recruitment process.....	23
Table. 4.4.Methods of recruitment and selection.....	24
Table. 4.5. Impacts of recruitment and selection practice on employees performance.....	24
Table.4.6. Challenges of recruitments and selection.....	26
Table .4.7. Method to fill vacancy position	27
Table. 4.8. Types of recruitment reached desired candidates.....	28
Table.4.9. Internal recruitment.....	29
Table.4.10. Alternatives to recruitment.....	29
Table.4.11.Factors that affect recruitment process.....	30
Table .4.12. Problems of external recruitment.....	32
Table .4.13.Selection methods to choose candidates.....	33
Table 4.14. Degree of clarity of information during selection.....	33
Table.4.15.Factors affecting employee selection process.....	34
Table.4.16.Employee selection criteria.....	34

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the study

Human resources are the most important asset of the organization. The success and failure of an organization is largely positive and creative contribution from people, the organization cannot be progress and prosper without human resource. In order to achieve the goal and perform activities of the organization we need to recruit people with requisite skill, qualification and experience (Wilkinson and T. Redman, 2008).

Barber (1998) defines Employee recruitment as practices and activities carried on by an organization for the purpose of identifying and attracting potential employee. Many large organizations have employee recruitment plans that are designed to attract potential employees that are not only capable of filling vacant positions but also add to the Organizations culture

Recruiting and selecting the most qualified employees is the most and the key determinants of the organizational capacity to build and achieve its goal. There for we can define recruitment is the process of generating a pool of candidates for particular job (Luis, R, 1995). According to Wendess L. French, (2007), the employment process can be seen as the most widely used activity in any business organization, in order to attract, select and maintain the efficient and effective work force.

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

Recruitment is the process of finding people and encouraging them to apply for work with the organization on the other hand, selection is the process of choosing among those who do apply (Noe, Hollenbeck, 2008).

“Recruitment and selection, as a human resource management function, is one of the activities that influence most critically on the performance of an organization in terms of achieving its ultimate goal “(Costello, 2006).

"Despite a recent increase in published literature discussing recruitment and selection practices, there has been little change in the types of methods used to recruit and select employees" (Kelly, 2006). Recent technological advances, globalization, social trends and changes within organizations have brought new challenges for recruitment and selection (Hax, 2001). However effective employee recruitment and selection practices can play important role in improving quality of education in the organization by attracting and selecting skilled man power. In addition to this the finding of this study will generate awareness about the different employees of the university. It helps different candidates in order to prepare themselves, how recruitment and selection practice is applied. Moreover, lack of skilled man power, wrong place announcement, and shortage of time duration and absence of accessible information when the announcement is on the internet are the factors that influence employee recruitment and selection. Therefore, the researchers would be focused on the assessment and identifying existing employee recruitment and selection practices and problems in higher institutions in a case study of Wolkite University, Guraghe zone, SNNPRs.

1.2 Statement of the problem

Different organizations face difficulties during the process of recruitment and selection due to many reasons. It has been argued that most of organization recruit and select their potential applicants from the internal sources. This means they give priority of getting chance for their internal employees through promotion, demotion and transfer rather recruiting new applicant this impede the new skills from outside. (Teskaye, 2018).

According to (Abiyot, 2018), in his study he tried to assess the role of employee recruitment and selection practices on organizational performance in a case study of Ethiopian electric power corporation of Jima branch. According to his findings, even though it is the wish of any organization to attract the best human resource in order to channel their collective effort to excellent performances, "unconventional selection practices can influence any business plan". It has been observed that for any organization to achieve its stated objectives and goals there is the

need for management to put in place policies or strategies that will help attract the best of employees strive towards the achievement of organizational objectives.

According to (Sentayehu, 2017), in his paper he tried to assess problems and practices of recruitment and selection in the case of Ethio tele of Bahirdar branch. Based on his findings recruitment and selection is one and major activity of human resource management which involves attracting and selecting of available need and potential human resource based on the organization need and requirements .but, he argued that in some organization the right person is not hired at the right place because of different problems that arises at the time of recruitments and selection, such as most of the time employee recruitment and selection practice can be influenced by wrong place announcement, shortage of time duration, lack of skilled man power, and most skilled man power could not get information when the announcement is only on the internet and location of organization. Thus, this is leads to shortage of qualified employees in the organization.

These above reviewed empirical studies reveal that there is a gap with regard to assessment of employee recruitment and selection; because their study was limited in some small organizations and focused on single variables. Those problems are also upgrading in the study area, because the organization is also located in remote area and scant research that has been done in the study area that couldn't fill these problems, (Human resource office, 2019). Due to this reasons the researchers were forced to conduct this study by taking Wolkite University as a case study from higher institutions of Ethiopia. In this study the researchers attempted to conduct comprehensive study by using the area of study as a gap. The study would be focused particularly on identifying existing recruitment and selection methods adopted by Wolkite University, identifying challenges encountered and making some conclusion and recommendations based on findings, in a case study of Wolkite University, Guraghe zone, SNNPRS.

1.3 Study Objectives

The general objective of the study is the assessment of employee recruitment and selection practices in the higher institution in a case study of Wolkite University. To this end, this study aimed at addressing the following specific objectives. These are:-

- To identify the existing recruitment practices adopted by Wolkite University in engaging employees in the University.

- To identify the existing selection practices adopted by Wolkite University in engaging employees in the University.
- To determine the recruitment and selection practice that influence the performance of employees
- To explore the challenges that Wolkite University encountered in recruitment and selection of employee in the University.

1.4 Basic research questions

This study was designed in such a way to address the following basic research questions. These are:

1. What is the recruitment practice currently adopted in Wolkite University in engaging employees in the university?
2. What are the selection practices adopted by wolkite university in engaging employees in the university?
3. How recruitment and selection practice can influence the performance of employees?
4. What are the challenges that linked with employees' recruitment and selection practices of Wolkite University?

1.5. Significance of the study

This study has a number benefits for different individuals, and organizations after its completion. Mainly this study will provide constructive information to the university's societies and employees regarding to employee recruitment and selection. This study will help Wolkite University and other organizations to adopt measures in the context of human resource planning and development in relation to recruitment and selection. The study is very significant because it will add to the existing literature or the research has added to the stock of books and works already written on human resource planning and development. It is also be beneficial to the academic community and decision makers who deal directly with human resource development. This study is also served as reference and be beneficial to other researcher and the academic community who deal directly with the higher education level with respect to recruitment and selection of employees. It enables human resource office of Wolkite University to correct their mistakes.

1.6 Scope of the study

This study has been focused on Guraghe zone of southern Nations Nationalities and people's regional state of Ethiopia by taking Wolkite University as a case study. Since there is inadequate time and cost, it is impossible to cover all universities. Due to this reason the researchers limited only on Wolkite University. In addition to this from the existing many areas of engagement the employees targeted for this research are those who are working on permanent basis.

1.7. Limitation of the study

Every research has its own challenges. This research also faced a number of limitations. During data collection, most of the workers were on site so it was quite difficult getting in touch with them. Some senior members were reluctant in releasing vital information about their performance in relation to recruitment and selection in their respective organizations. Due to the combination of studies and work the researchers also were faced shortage of materials which contribute to this study but these limitations did not affect the validity of the study. Even though all these above factors hinder the achievement of the study the researchers were tried to overcome by asking the respondents politely and dealing with the advisor regarding to the shortage of materials.

1.8. Organization of the paper

This paper was organized into five chapters. The first chapter contain background of the study, statement of the problem, objective of the study, Significance of the study, scope of the study, organization of the, paper, limitation of the study and research question. The second chapter contains the general review literature, which contains both theoretical and empirical literature of the study. The third chapter contains: The research methodology the study such as description area of the study, ,target population ,source of data ,sampling design, sample Technique and procedure, sample size method of data collection. The fourth Chapter contains: data presentation, data analysis and interpretation. The last Chapter contains conclusion and recommendation of the research.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1. Introduction

Most managers are now accustomed to planning to the future: this planning should also extend to their recruitment activities, as with every other factors of production given to them. They must anticipate their man power needs and head, under no circumstances. This chapter reviews critically employee recruitment and selection in organizations and from the perspective of human resource management. The development of a conceptual framework is also included.

2.2. The Job Specification

A recruitment activity is an opportunity to look again at the primary objective of the job. The details of the tasks which make up the job should be studied, and the purpose of the job itself should be challenged. The job must be studied in attempt to specify the skill, knowledge and experience required to perform it. Evidence prove that the resulting job specification is fundamental to successful employee selection and that many selection failures can be traced to a weakness in the ordinal job study. Despite this body of evidence, even today, surprisingly few jobs are formalized in to written specification. (Wendell French, 2007).

2.3. Recruitment

2.3.1. The Concept of Recruitment

Recruitment is considered as an important aspect of human resource management process. It is the process of attracting potential employee, who can fulfill requirements deceived by a specification job which is vacant. There is no universal accepted definition for recruitment. Below is some of the definition given by different authors? “Recruitment is the process of generating a pool of qualified candidates for particular job”. (Gomez .M, 1995)

“Recruitment is the process of generating a pool of capable candidates applying to an organization for employment” (Gold, 2007).“Recruitment is the process of finding individuals to carry out the tasks. That needs to be done with in an organization (LindoMonud, 2001).

2.3. 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 known 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 its 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)

2.3.3. Source of Recruitment

In considering possible source of recruitment employee, it is easy to assume that these are inevitable by external even when it is possible and feasible to fill job vacancies from within the organization the transfers and promotion which is usually involve will more often not produce a vacancy attend to a chain reaction, necessitating external recruitment, (shown. T &Altered.Y, 2000).

There are two (2) Source of recruitment, those are:-

Internal: -Vacant positions in organizations could be filled by those existing employee through transfer, promotion and recall from lay off. Nerveless the possibility of filling vacancies internally should always be given very careful consideration for the following reasons:

The cost and the time that external recruitment, selection and induction recruitment or fill vacancies may be used as means of cared development, widening opportunities and stimulating motivation among existing employees (shown. T, and Alfered, Y, 2000)

External; -External sources provide alloy pool candidates. External sources brought new skills for the success of the organizations. When the organization has to use there are two main means of conducting the research for employee; through employment consultancies and agencies, by contacting the public directly through advertisements in newspaper, journals, and posters on radio television and on the internet (shown T and Alferd Y, 2000). Most organization combine the use of external source organizations that operate in rapidly changing environment & competitive conditions may need it place a heavier emphasis on externally source as well as developing internal source.

2.4. Methods of Recruitment

There are two (2) methods of recruitment: - internal and external recruitment

2.4.1. Internal Recruitment

Search for suitable candidates to fill confirmed vacancy should begin within the organization. This practice is found for moral, assures employees of varies for promotion; and insults that existing to lent is not over looked (Lean C. Megginson, 2002). There are several methods of internal recruitment the most common are:-

1. Job Posing and Bidding

Job posting and bidding is system in which the employees provides notices of job opening and employ respond by applying for specific opening this method gives each employee an opportunity to move to abettor Job within the organization. (Mathias and Jackson; 2000).

2. Skill inventories: - A skill inventory is a method used in order to identify employees with the attributes needed for particular job. It is a systematic record of listing employee's education, career and development interests' special skill.

3. Promotion and Transfer: - Many organizations choose to fill vacancies through promotions or transfer from within whenever possible. The person performance on job may not be a good predictor of performance on another because different skills may be required on the new job (Mathis and Jokson, 1997).

4. Employee Referrals: - Same organizations encourage then employee to their potential applicant to open position. This method of recruitment for potential employees can also result in higher quality candidates (Glue; 2001).

2.4.2. External Recruitment

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

1. **Advertisement:** - As cited by Nel et al. (2009:226), Advertisement is one of the external recruiting methods in a daily newspaper, local radio stations, in trade journals and in the magazines of professional associations usually attract applicant in great number but of highly variable quality.
2. **Employee Agencies:-** There could be public or private employment agencies have information on job seekers in terms of qualification skill, interest. Public employments agencies are located in almost every major city but private employment agencies tend to specialize in specific occupations and skill. (Sims, 2002)
3. **School Recruiting:** -It involves recruitment for educational institutional that offer opportunities to recruit many companies send representative to interview senior in high schools and colleges. This technique enables the company point an attractive pictures of its employment opportunities, and to do advance screening candidates (Edwin B.Flipo, 1980).
4. **College Recruiting:** - At college or university level, the recruitment of graduating student is a large scale operation for many organizations. College recruiting can be expensive; therefore, an organization should determine if position is trying to fill really require persons with college degrees (Mathis &Jakson; 1997),
5. **Employee Referrals:** - An employee referral program is a system where existing employees recommend prospective candidates for the job offered, and in some organizations if the suggested candidate is hired, the employee receives a cash bonus. Under this method, a candidate is appointed on the recommendation of some currently working employees. Hence, the HR managers of various companies depend on the present

employees for reference of the candidates for various jobs. This source reduces the cost and time required for recruitment. Further, this source enhances the effectiveness of recruitment. HR managers offer various incentives/rewards including cash incentives to the current employees for referring the best candidates (Rajarao, 2010).

2.5. External Factors affecting recruitment

External influences are also important, should be considered as likely its effects are ability to recruit new staff (Lindo M, 2001) identifies the following general areas for affecting recruitment, there are: -Economic, Demographic and Social factor.

2.6. Consequences of Ineffective recruitment

Procedure a wrong selection decision can prove to be very costly to the organization such as areas as: - Increased work costs, Failing standard of work Where absenteeism

2.7. Assessment of Recruitment Process

Evaluating the success of recruiting effort is an important task because that is the only way to find out whether the efforts are cost effective in terms of time and money spent. (Mathis and Jackson, 1997) identified the following general area for evaluating recruiting.

- Quantity of applicant because the goal of a good recruiting program is to generate a large pool of applicants from which to choose quality in a natural place to begin Assessment.
- Equal employment opportunity (EEO) goals met: - the recruiting program is the key activity used to meet goals for hiring protected class individuals. This is especially relevant when a company is engaged in affirmative action to meet such goals
- Quality of applicant: - in addition to quality, there is an issue of whether the qualifications of the applicant pool are sufficient to fill the job openings.
- Cost per applicant hired:- cost varies depending on the position being turned over. Finding out how much it costs to fill an empty position puts turnover and salary in perspective. The greatest single expense in recruiting is the cost of having
- Time required to fill opening:- the length of time it takes to fill openings is another means of measuring recruiting effort .

2.8. Selection

Selection: - is the process of choosing individuals, who have relevant qualification to fill job in an organization.(Gomez M; 2004). Mandy (2010: 136), refers to 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. Selection is the process by which an organization chooses from a list of applicants, who best meet the selection criteria for position available, considering environmental consideration (Invincevich&Gluek 1989) employees selection is important the following reasons . Employees who do not have the right abilities have on impact on the success and image of the organization, There is a very high cost associated with recruitment and hiring process especially when hiring people for high level positions, there are legal implications associated with effectiveness of the selection procedure.

2.8.1. The Selection Process

Most organization take certain common steps to process applicants for job variation on this basic process depend on organizational sizes nature of the jobs to be selected, number of people to be selected and pressure of outside forces such as EEO consideration. **According to Mathis and Jackson, 1997 the basic selection process involves the following**

- ✓ **Applicant Forms:-** It provides basic employment information to be used at a large stage of the selection process and to screen out unqualified applicants. If widely used a properly prepared it serves four purposes: - It's a record of the applicants desire to obtain apposition, it provides the interviewer with profile of the applicant that can be used in the interview, it's a basic employee record for applicants who hired and it can be used for research on the effectiveness of the selection places .
- ✓ **Primary Screening:** - The selection process often begins with initials screening of applicant to eliminate those who obviously do not meet the positions requirements by asking straight forward questions. The major objective of this step is its find out whether applicants are fit for the required job or not.
- ✓ **Employment Test:-** Employment test is a mechanism that attempts to measure certain characteristics at individuals such as manual qualifications and potential for success.(Mathis

and Jackson 1997) identified some of the employment tests used by the organizations includes the following:

Personality tests: - measures the basic aspect of an individual's personality such as intervention, stability & motivation

Aptitude tests: - tests that measure general ability to learn or acquire as skills

Mental Ability Tests: - Measure reasoning capabilities some of the abilities include spatial orientation, comprehension and retention span and general and conceptual reasoning.

Interest test: - These are design to determine how to a person's interests compare with the interest of successful people who do the same type of job.

4, Interviews

Interview is a formal conversation conducted to assess the suitability of candidate for particular job. A selection interview also designed to assets job related knowledge, skills, and abilities clarify information from others. The applicant that obtains the highest score is recommended for appointment (Wilkinson, 2001:32). Because of interview ambiguity, efforts must be made to ensure that all interviewees are being asked the same questions (Gomez-Majia et al., 2004:175).

Types of Interview

According to Mathis and Jackson 1997 identified six types of selection interview as:-

Structured interview: - interviewee that uses lot of standard questions asked of all job application

Situational interview: - as structured interview composed of question about how applicant might handle specific job situations

Behavioral description interview: - interview in which applicants give specific examples of how they have performed or handled a problem in the past.

Nor directive interview: - interview that use general questions from which other questions are developed.

Stress interview: - interview designed to create an anxiety and put pressure on applications to see how the person responds.

Panel interview: - interview in which several interviewers interview the candidate at the same time.

5, Reference Checks and recommendation

Reference checks involve communication with previous employers, and others who can provide information about the applicant. The checks serve for two purposes:-

1. They verify or contradict what the applicant has told the organization
2. They produce supplement information that can be useful in hiring process

6, Physical Examinations

Many jobs require unusual tolerance of unpleasant working conditions. Physical examination reveals whether or not candidates possess these qualities (Leon C. Maggison 1981). Physical exams serve several purposes like it is important to prevent the hiring decision of conditions with serious communicable and it also permits employers; screen out applications whose health problem may result in high rate of absenteeism.

7, hiring /Selection/ Decision

If the above steps are successfully accomplished, the best qualified individual can be identified. This decision is made by the hiring department as per the qualification set up for the job to be filled. The hiring decision makes the finalization of the basic parts of the selection process.

2.8.2. Environmental Circumstances influencing selection

{Ivancevich and Glue 1989} identified the following factors that affect the selection process. The internal environment, nature of the labor market, union requirement, government requirement and location of the organization.

2.9 Conceptual framework of the study

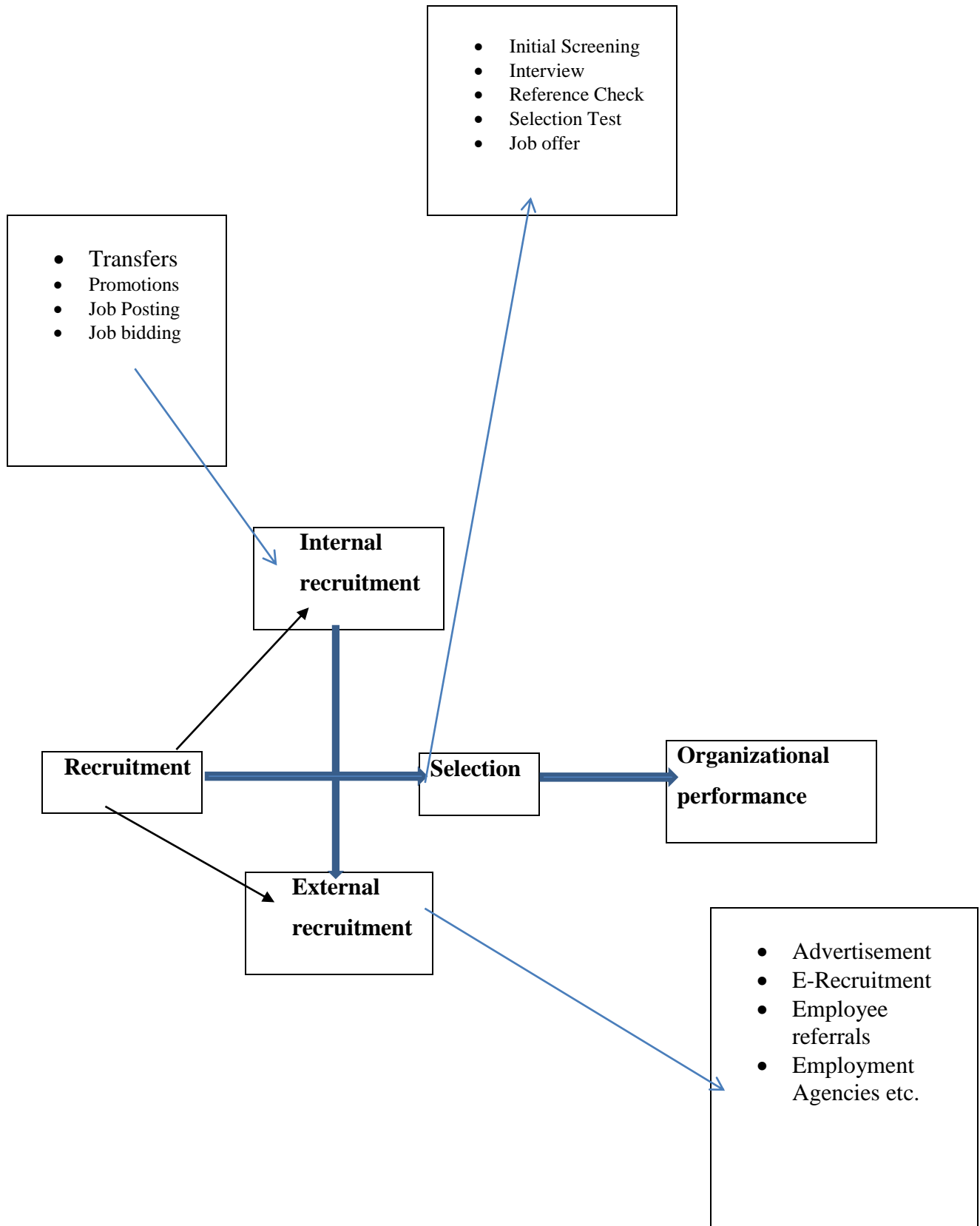


Figure 2.1 Conceptual Framework explaining Recruitment and Selection practices in organization. As indicated in above diagram the external source of recruitment are advertisement, e-recruitment, employee referrals, employment agencies, labor office and educational and training establishment. Selection process followed recruitment which entails, initial screening, interview, reference check, selection test, job offer that mostly leads to organizational performance

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Introduction

This chapter dealt with the methodology adopted in conducting the study. The chapter was organized as follows; description area of study, research design, sources of data, study population, sample frame, sampling, sampling size, research instrument (data collection technique), and instrument and analysis of data.

3.2 Description of study area

This research will be conducted in higher institutions Guraghe zone in a case study of Wolkite University. Wolkite University (wku) is one of the third generation's higher institutions that have been founded in 2012. It is established for the purpose of providing and promoting higher education learning, research, outreach programs in the country to ensure the realization of the national vision of reaching the level of middle income countries by 2020. The university is located in the southern nation nationalities regional state in the Guraghe zone, 170 km south west of capital city, Addis Ababa on the way to Jima. In November 2009 the late Prime Minister, his Excellency Mr. MelesZenawi, laid the foundation stone of the university in a plain landscape which is quite ideal for academic pursuit. It is situated at Gubreye sub-city, 14 km away from wolkite town, of the Gubreye-Butajira road. The major link road to the university is a direct route to Wolkite-Jima, Wolkite- Hossana and wokite-Butajira. The university began its formal activities on the promises of the wolkite polytechnic college at wolkite town with the appointment of the first president, Dr. Admasu Shibru, in February 2012, with 547 students in 13 academic programs under three colleges of Engineering and Technology, college of computing and informatics, and college of Natural and computational science. Currently, the number of colleges has reached seven with one additional school in which a total of 46 undergraduate regular academic programs with more than 11,000regular students. It contains three campuses namely Gubrye (main campus), wolkite campus, and Butajira campus, (Registrar Office of Wolkite university, 2019).

3.3 Research design

This study primarily aimed at assessing employee recruitment and selection practice in the higher institution a case study of Wolkite University. To this end, the study would be employed a

cross-sectional research design. In this design the researchers were make only one time contact with study population to a study phenomenon or an issue at that specific point in time. Why because this design is simple and cheap in contrast to others since it requires only one time contact with the study population. It was meant to be cross-sectional, mainly in order to capture data from many employees at one point in time in the study area given the quantitative nature of required data. Besides, in order to analyse the employees' recruitment and selection practices in Wolkite University in an in-depth and detailed manner, this study was employed deliberately a case-study.

3.4. Research approach

The approach employed in this study was mixed research approach, which was a procedure for collecting, analyzing and “mixing” both quantitative and qualitative data at some stage of the research process within a single study to understand a research problem more completely. The rationale to use mixed approach is that neither quantitative nor qualitative methods are sufficient by themselves to capture the trends and details of the situation, such as the assessment of employees recruitment and selection practices and factors that affect the current operation of employee recruitment and selection practices in the University, that means seeking elaboration, illustration, enhancement, and clarification of the results from one method with results from the other method each other.

3.5. Research strategy

The research strategy which employed in this study was concurrent triangulation strategy. That means the researchers first collected quantitative data through questioner after that qualitative data was collected from key informant interview by asking questions face to face. The interview data would be analyzed separately. Finally triangulation was made to identify the discrepancies' between both the responses of sampled employees and officials of the university's.

3.6 Sources of Data

Both primary and secondary source of data was employed in this research. Primary data was gathered from permanent employees, heads, deans, directorates and vice presidents working in different department of the University. Secondary data also gathered for this study, from pamphlets, office manuals, circulars and policy papers will be used to provide additional

information where appropriate. Besides, variety of books, published and/or unpublished government documents, websites, reports and newsletters will be reviewed.

3.7. Sampling Technique and procedures

In this study the researchers' have been employed the probability and non-probability sampling technique. Under non-probability sampling the researchers was employed purposive sampling, because this sampling is important to get detail primary qualitative data from different department heads, deans, and directorates and vice presidents working in the University about assessment employee's recruitment and selection practice in the study area. Under probability sampling technique; simple random sampling technique was employed to select appropriate sample from the total study population and to give equal chance for all respondents.

3.8. Target population

The study population of this research was the current permanent employees of Wolkite University in all sectors. There are about 717 total employees. From these the researchers would take 62 employees as sample size by simple random method to make the study well manageable. There are only permanent employees are employed in this study.

3.9. Sample Size

To select the sample size of the Wolkite University, the researchers would take sample size (62) from (717) population.

This sample size was determined on the following sample size determination formula,

$$n = \frac{z^2 \cdot p \cdot q \cdot N}{E^2}$$

$$E^2 (N-1) + z^2 \cdot p \cdot q$$

Where N. no of total population

Z. value of confidence level from the table

E. precise error

P. probability of success=0.5

Q. probability of failure= 0.5

Total populations of the organization are 717 and the study uses 90% confidence level

$$\begin{aligned}
n &= \frac{(1.64)^2 \cdot (0.5) \cdot (0.5) \cdot (0.5) \cdot 717}{(0.1)^2 \cdot (717-1) + (1.64)^2 \cdot (0.5) \cdot (0.5)} \\
&= \frac{(2.6896) \cdot (0.25) \cdot (717)}{(0.01) \cdot (716) + (2.6896) \cdot (0.25)} \\
&= \underline{482.1108} \\
&\quad 7.16 + 0.6724 \\
&= \underline{482.1108} \\
&\quad 7.8324 \\
&= 61.55 \\
&= \approx 62 \quad \text{source, (CR, Kothary, 2004)}
\end{aligned}$$

Therefore the researcher used 62 employees as a sample from total population of (717) (total employees of wolkite university). We used both probability and non- probability sampling techniques. From the various categories of probability sampling techniques we are specifically employed simple random sampling techniques. Because, all employees are consider equally important for the study and the one and main reason is to avoid bias. From Nonprobability, we also used purposive sampling, because this sampling is important to get detail primary qualitative data from different department heads, deans, directorates and vice presidents working in the University about assessment of employee’s recruitment and selection practice in the study area.

3.10. Methods (tools) of data collection

The researchers have been employed both primary and secondary methods of data collection. The primary data is important to gather information from target of population by using theoretical explanation through using survey, Questioner, focus group discussion, and key informants. Under secondary data we have been collected information from books, manuals, Review literatures, and published documents

3.10.1. The Primary Data

(A).Key in format in depth Interview:-The researchers were employed structured interview that means the researchers asked predetermined questions. Based on this type of interview the researchers want to face to face contact with the human resource department of the Wolkite University and other officials because of they have unique skill related to issue of being studied. The researchers would compare and contrast the response of officials to get more information by the interview. Key informant interview was prepared for human resource office and administrative office to get detail information. The researchers take as a key informant interview, the human resource manager of Wolkite University, academic vice president, and college deans.

(B). Sample Survey: -The researchers used survey to get information from large number of employees. The reason behind to use survey is it enables the researchers to cover wider range of topics and it is also relatively less expensive to use .

- ✓ Close-ended questions: -in these questions the researchers have been set out the possible questions, the respondents most of the time answer yes or no questions.
- ✓ Open-ended questions: - The researchers would allow the respondents to write the answers as they understand. The respondents explain, and elaborate the answers.

3.11. Method of Data Analysis

After the collection of the data by questionnaire, and interview the available data would be analyzed by using qualitative and quantitative methods. The quantitative data would be presented and analyzed by descriptive statistics in the form of table, graphs, frequencies, because the data contains numerical variables, while qualitative data will be analyzed through narrating of key informants' responses.

3.12. Ethical Consideration

When the research was undertaken, the researchers would take in to consideration the ethical issues. Thus, before gathering data from respondents, the researchers were tried to get the informed consent of respondents. In addition to this, the researchers were sincerely admitted the feelings, relationships, cultural and customary practices of the participants. Moreover, the researchers entirely acknowledge any issues used from previous studies. In general, the researchers tried to get participants inform consent; keep confidentiality and anonymity of respondents.

CHAPTER FOUR

Data Analysis and Interpretation

This section is concerned with analysis and interpretation of data that we have been gathered by questionnaire and interview. The questioner data mainly analyzed and interpreted in the form of table computation and summary format. The results are displayed with regards to the order of arrangement of the questionnaires. The major findings are briefly presented and discussed consequently. The 62 questionnaire were distributed for employees and officials of the university even though the 62 questionnaire were distributed to the permanent employees of the organization only 55 of them were responded in appropriate manners. So, the following data analysis and interpretation were depending on the 55 respondents backgrounds.

4.1. General Profile of the Respondents

This section provides details of the sex, age, marital and educational status, and family size of the respondents. Besides, it also presents and discusses their former jobs before getting into employment activities and motivating factors to engage in the sector which appear to be relevant for the current livelihood of the respondents.

A. Table 4.1. Respondents' personal information

No	Variable	Response Choice	Frequency	Percentage
	Sex	Male	22	40
		Female	33	60
2	Age	18-25	18	32.72
		26-36	25	45.45
		37-47	9	16.36
		48 and above	3	5.47
3	Educational status	Can't read and write	–	–
		Traditional education	–	–
		Lower primary(1-4)	–	–
		Upper primary(5-8)	6	10.90
		secondary(9-10)	-	–
		Preparatory (11-12)	9	16.36
		Technical and vocational education	7	12.72
		Diploma	9	16.37
Degree	14	25.45		

		Master degree and above	10	18.20
		Total	55	100%
4	Marital status - -	Married	33	60
		Unmarried	22	40
		Divorced	-	
		widowed	-	
		Total	55	100%
5	Year of experience	less than 1 year	11	20
		1-5 year	32	58.20
		6 and above	12	21.80
		Total	55	100

(Source: our, survey May, 2019)

As indicated from the above table, out of 55 total respondents 76.36% (33) and 23.64(22) are said male and female respectively we can conclude that most employees of the organization are male and the human resource expect to balance the ratio or encourage the female to involve in the organization. From the data related to age group, out of 55 total respondents, 18-25, 26-36, 37-47 and 48 above are 18(32.72%), 25(45.45), 9(16.37), 3(5.45) respectively. When we conclude most employees of the organization found between 26-36 age group.

On the other hand, from the data related to the respondents' educational status out of 55 total respondents, 25.45 (14) respondents are said degree holder and the rest are upper secondary(5-8), preparatory (11-12) , technical and vocational education , diploma , and master degree are 6(10.90), 9(16.37), 7(12.72), 9(16.37), and 10(18.18) respectively Form this data we can easily understand that most of the employees of the organization are degree holder and there is no employees who are primary school . Finally from the data shows marital status, out of 55 total respondents, 33(60%) are said married, 40 %(22) are said that they are unmarried and there is no respondent who said widowed and divorced. Thus we can understand that most of the employees of an organization are married.

On the other hand from the total 55 respondents 20% (11) are stayed for less than 1 year, and 58.20% (32) respondents are stayed for 1-5 years in this organization and finally 21.80% (12) respondents are stayed more than 6 years .when we conclude from this interpretation most employees of the organization were stayed between 1-5 years because the organization was established recently.

Table: 4.2. Recruitment process

No	Statements	Items	Frequency	Percentage
6	Does the organization make recruitment process?	Yes	55	100%
		No	–	–
		Total	55	100%

(Source: our, survey May, 2019)

As indicated from the table 4.2 (above) all the respondents were said that the recruitment process is takes place in the organization and there are no respondents who said no. Therefore we can say that the organization makes effective recruitment.

According to the key informant interview, response, in the same manner the organization makes effective recruitment

Table 4.3. Source of Recruitment process

No.	Statements	Items	Frequency	Percentage
1	Source of recruitment	Internal source	12	21.81%
		External	20	36.37%
		Both	23	41.82%
	Total		55	100%

(Source: our, survey May, 2019)

On the other hand, from the data shows source of recruitment out of 55 total respondents, 21.81%, (12), 36.37% (20), and 41.82% (23) are said internal, external and both respectively. Thus it shows the organization makes or recruits from both internal and external source of recruitment.

According to the key informant interview, response, the organization uses both internal and external source of recruitment process. However, the organization mainly relies on the internal source to escape from financial and non-financial cost.

Table 4.4 .Methods of recruitment and selection

S/ N	Recruitment and selection method	NFU		AV		FU		MFU		T ot al	%age
		F	P	F	P	F	P	F	P		
1	Internet recruitment	3	5.46	15	27.28	12	21.81	25	45.45	55	100%
2	Radio advert	1	1.81	20	36.39	17	30.90	17	30.90	55	100%
3	TV advert	4	7.28	22	40	15	27.27	14	25.45	55	100%
4	Newspaper advert	25	45.46	10	18.18	14	25.46	6	10.90	55	100%
5	Professional association(s)	27	49.09	7	12.73	11	20	10	18.18	55	100%
6	Employment agents	20	36.37	20	36.36	11	20	4	7.27	55	100%
7	Employee referrals	30	54.56	9	16.36	9	16.36	7	12.72	55	100%
8	Door to door	45	81.82	6	10.90	3	5.46	1	1.82	55	100%
9	Telephone	14	25.46	20	36.39	10	18.18	11	20	55	100%
10	Recruitment from school	11	20	20	36.37	10	18.18	14	25.45	55	100%
11	Job fairs	12	21.82	17	30.90	18	32.73	8	14.55	55	100%
12	Talent hunting	9	16.37	15	27.27	15	27.27	16	29.09	55	100%
13	Job proofing	7	12.72	21	38.19	15	27.27	12	21.82	55	100%
14	In-house (internal recruitment)	9	16.36	15	27.27	20	36.37	11	20	55	100%
15	Initial job offers	10	18.18	16	29.09	15	27.28	14	25.45	55	100%
16	Labor office	11	20	16	29.09	20	36.37	8	14.54	55	100%

(Source: our, survey ,2019)

Notice :- (NFU=Not frequently used AVU=Average used FU=frequently used MFU=Most frequently used.

F: - frequency p: - percentage

As indicated in the above table there is different methods of recruitment and selection. Among these methods, from 55 total respondents, based on the responses of 45.45%, 36.37%, 30.90%, 25, 45%, 36.37% respondents' internet recruitment, radio advert, TV advert, internal recruitment and telephone are the major recruitment and selection methods among the many others in

Wolkite University respectively. From the rest respondents 81.82% are also said that door to door is not frequently applied in the organization. The rest respondents are also replied in the same manner as follows: - 54.56, 49.09%, 45.46%, of respondents said that professional association; employee referral and news-paper advert are not frequently used in the organization.

According to key informant interview responses the organization uses different recruitment methods among these bullet board announcement, advertisement and internet are the main methods of recruitment in the organization. Sometimes it also uses public media like TV and radio. The result is consistent with Mavis Adu Darkoh (2014) who also said that board advertisement, TV, radio and internet are the main recruitment methods of the organization in Ghana, construction industry. Furthermore, the results showed that as indicated in the above table 4.1.5, most of the employees are agreed on internet, bullet advertisement, TV, radio as the major methods.

Table: 4.6. The impact of recruitment and selection practices on employees’ performance.

No	Statement	Items	Frequency	Percentage
1	Recruitment and selection practice affected your performance	Yes	29	52.73%
		No	26	47.27%
		Total	55	100%

(Source: Our Survey May, 2019)

Based on above 4.1,4 table from 55 total respondents 52.73 %(29) respondents believe that recruitment and selection practice can affect the performance of employees and the rest 47.27% (26) respondents are said no. From this interpretation we can conclude that recruitment and selection practice can affect the performance of employees positively or negatively.

According to key informant interview, response, recruitment, and selection practice can affect the performance of employees, because different when the policies where changed it can affect the employees knowledge , experience, directly or indirectly.

Table: 4.7. The challenges of recruitment and selection

No	Statements	Agree		Neutral		Disagree	
		F	%	F	%	F	%
1	Poor human relations planning	38	69.1	-	-	17	30.09
2	Competency level on the part of employee	52	94.55	-	-	3	5.45
3	Lack of experience of employer	45	81.82	-	-	10	18.18
4	Ineffective job analysis	46	83.64	-	-	9	16.36
5	Ineffective selection methods	48	87.28	-	-	7	12.72
6	Involvement of agents	22	39.99	-	-	33	60.01
7	Lack of awareness on the part of employees	55	100	-	-	-	-
8	Cost of recruitment and selection of employees	55	100	-	-	-	-
9	Low confidence level on the part of the employee	48	87.28	-	-	7	12.72
10	Low educational level of construction workers	18	32.73	-	-	37	67.27
11	Leadership	42	76.36	-	-	13	23.34
12	Lack of clear definition of job vacancy	55	100	-	-	-	-
13	Employer employee relationship	55	100	-	-	-	-
14	Inadequate information on the available vacancy	55	100	-	-	-	-
15	Lack of human relations department	51	92.73			4	7.27
16	Poor working condition of workers	55	100	-	-	-	-
17	Location of available job.	39	70.1	-	-	16	20.09

(Source: Our Survey, May 2019)

As indicated in the above table from, 55 total respondents all of the respondents are agreed that, lack of clear job definitions, inadequate information on available vacancy, ineffective job analysis, ineffective selection methods, cost of recruitment and selection, and employee, employer relationship are ranked as the major challenges of recruitment and selection in the organization. From rest, respondents, 94.55%, 92.73%, 87.28%, 83.64%, and 82.82, Competency

level on the part of employee, Low confidence level on the part of the employee, location of available job lack of human relation department etc. are quantified as challenges of the organization. From this interpretation the researchers conclude that all factors can affect effectiveness of recruitment and selection practice directly or indirectly However, even if some of them are highly influence the organizations recruitment and selection practice, the rest ones also have their own contribution to affect the organizations recruitment and selection process

According to the key informant interviewees, responded that experience and personal characteristics, can affect employee recruitment and selection. 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, lack of clear evidence about their profile, lack of sufficient required employees in the labor market for instance PHD, when vacancy occur for degree, candidates there is excess candidates in a single position, place of registration limited only in main campus are some of the most factors that currently affecting the organizational recruitment process.

Table: 4.8. Methods to fill vacancy position

N O.	Statement	Items	F	%
11	How do you fill vacant position in your organization?	Advertisement	20	40
		College recruitment	11	20%
		Internet	22	40%
		Employee referrals	-	-
		Other	-	-
	Total	55		100%

(Source: Our, Survey May, 2019)

As the table above shows, that the organization usually uses advertisement and internet methods for vacancy announcement. Because 40% (22), 40 % (22) of respondents replied that the organization use advertisement and internet respectively. On the other hand, 20% (11) of the respondents in the study replied college recruitment is one of the methods which are undertaken to acquire fresh degree and diploma graduates and no one replied about employee reference. As observed from the data, the researchers conclude that the organization uses advertisement and internet as a major recruitment method.

Table: 4.9. Type of recruitment reached to desired candidates

No.	Statement	Items	F	%
12	Which type of recruitment reach the desired candidate?	External	46	83.63
		Internal	9	16.37
		Total	55	100

Source: Our, Survey (2019)

As presented in the above table 83.63% (46) of respondent replied that external recruitment methods reach to the desired candidates. The remaining 16.34% of the respondents came from internal recruitment method. So; we understood that external recruitment is the major method of recruitment to get desired candidates in Wolkite University.

4.10. Internal recruitment

Vacant positions in organizations could be filled by those existing employee through transfer, promotion and demotion. Transfer is shift employees from one position to another especially, the same position; promotion is transfer of employees from lower position to high position. And demotion is the opposite of promotion. The responses regarding to internal recruitment will be interpreted as follows:-

Table 4.1.8, internal recruitment

No	Statement	Item	Frequency	Percentage (%)
13	Type of internal recruitment often used by the organization?	Transfer	6	10.9%
		Promotion	40	72.73%
		Demotion	9	16.37%
		Total	55	100%

Source: Own, Survey (2011)

As indicated in the above table 4.1.8, 10.90% (6), 72.73% (40), 16.36% (9) of the respondents replied the organization use transfer, promotion, and demotion respectively. To sum up the figure points that promotion is highly applied in the organization. Because 72.73% or 40 respondents said that promotion often used in the organization.

Table: 4.11. The alternatives to recruitment

No.	Statement	Items		
			F	Percentage
14	Does the organization use alternatives to recruitment?	Yes	48	87.27%
		No	7	12.73%
		Total	55	100%

Source: Our, survey 2019

From the above table out of 55 total respondents, 87.27% (48) said yes and the rest 12.73% (7) are said no which means 87.27% (48) of the respondents believe that the organization use alternative to recruitment. Thus it shows organization uses different alternatives to recruit new employees.

Table: 4.12. Factors that affects recruitment process

No	Statements	Items		
1	Internal factors that affects the organizational recruitment process		F	% age
		Working condition	27	49.09
		Relations with labor unions	13	23.64
		Organizational climate	15	27.27
		Total	55	100
2	External factors affect employee recruitment	Items	F	%
		Competition	15	27,28
		Labor market	20	36.37
		Economic trends	7	12.72
		Government regulation	7	12.73
		Social attitude	6	10.90
		All factors can affect	-	-
		Total	55	100%

Source: Our, survey:-2019

From the above table out of 55 total respondents, 49.09% (27) are said working condition and the rest said relation with labor unions 23.64%(13) organizational climate 27.27% (15) and there was no responded who said all factors. Therefore from this data we can conclude that the most internal factor affect the organizational recruitment process is working condition and the concerned body expects to adjust such condition.

On the other hand from the data shows external factors in the same table out of 55 total respondents, 36.37% (20) are said labor market and the rest are said competition 27.27% (15), Economic trends 12.72 (7), government regulation 12.72% (7), social attitude 10.90% (6) and there is no respondent who said all factors respectively. Therefore from these data we can understand that the most external factors that affect organizational recruitment process is labor market.

According to the key informant interview data, 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, lack of clear evidence about their profile, lack of sufficient required employees in the labor market for instance PHD, when vacancy occur for degree, candidates there is excess candidates in a single position, place of registration limited only in main campus are some of the most factors that currently affecting the organizational recruitment process.

Table: 4.13. The problems of external recruitment

No	Statement	Items		
			Frequency	%age
1	External recruitment has problem for the organization	Yes	38	69.09
		No.	17	30.91

		Total	55	100
2	How?	• Its costly	17	30.09
		• It needs long time training	12	21.83
		• It affects existing employees	12	21.83
		• All are occurring	14	25.46
		Total	55	100

(Source: Our, survey 2019)

From the data on the above table, out of 55 total respondents, 69.09 %(38)are said yes and 30.91% (17)are said no which shows that external recruitment have some problems or affect the organizational performance activities. In the same table from 55 total respondents 12(21.81%) respondents are said that external recruitment needs long training and it affect the moral of the existing employees, and the rest 30.90% (17) respondents are said it is costly on the other hand it create immoral for senior employees, 25.46% (14) respondents are also believe that all are affecting the organizational performance respectively. This shows that the most problem of external recruitment is that it require large amount of finance or costly.

As key informants' response, the major problems that organization faces during external recruitment lack of accessible information for all candidates, sometimes ineffective internet accessible, fax, and place of registration is only the main campus, are the major problems of the organization during external recruitment.

C, Organizational employee selection activities

Table: 4.14. Selection methods to choose candidates

No.	Statements	Items	Frequency	%age
1	Recruitment and selection methods which applied to choose candidates in your organization			
		• Work experience	14	25.45
		• Selection test	10	18.18
		• Educational achievement	16	29.09
		• All are applied	15	27.28%
		Total	55	100%

(Source: Our, survey, May 2019)

As shown in the above table from 55 total respondents 29.09% (16) respondents are said educational achievement, 27.28%(15) of the respondents said all are applied, 25.45% respondents are also said that by work experience, 18.18%, of respondents replied through selection test. From this interpretation, we can conclude that the organization applied all methods to choose candidates. But the degree of using is different as indicated in the above interpretation.

Table 4.15: Degree of clarity of information, during selection

No	Statement	Items	F	%
20	How do you rate the clarity of information required employee regarding the selection criteria?			
	-Very clear	Very clear	23	41.81%
	-Clear	Clear	20	36.37%
	-Faire	Faire	10	18.18%
	-Vague	Vague	2	3.64%
	-Very vague	Very vague	-	-
	Total	55		100%

(Source: Our, survey May 2019)

Based on above table, we have observed that the respondents responded for very clear, clear, fair, vague and very vague; 41.81 % (23), 36.37 % (20), 18.18 % (10), 4 % (2) and 0% of clarity of information respectively. So, from this, researchers conclude that the clarity of information generally can be ranked as very clear in the organization.

Table 4.16: Factors affecting employee selection process

No	Statement	Items		
1	Factors affecting employee selection process		F	%
		• legal consideration	7	12.73%
		• speed of decisions Making	6	10.90%
		• Organizational hierarchy	11	20%
		• Number of applicants	17	30.90%
		• All factors are affecting	14	25.47%
		Total	55	100%

Source: own, survey 2019

As indicated in the above table from 55 total respondents, 30.90% (17) are said pool of applicants is the main factor that affect employee selection process in the organization, and the rest are said legal consideration 12.73% (7), speed of decision making 10.90% (6), organizational hierarchy 20% (11), and all factors 25.47% (14) respectively. From these data we can understand that the most factor that affect the organizations selection process is pool or largeness of applicants.

Table: 4.17. Employee selection criteria

No	Statement	Items		
1	Employee selection criteria that Organization uses more		F	%
		• formal education	8	14.55
		• Experience	12	21.81
		• physical character	5	9.09
		• personal character	8	14.55
		• It uses all criteria	22	40
		Total	55	100

Source: Our, survey 2019

As indicated from the above table, out of 55 total respondents 40% (22) are said the organization uses all of criteria that listed above. And the rest are said formal education 14.55% (8), experience 21.81% (12), physical characteristics 9.09% (5), and physical characteristics 14.55% (8) respectively. Since the majority of respondents are replied all criteria are used, we can say that the organization uses all criteria's as stated above for the purpose of employee selection.

According to the key informant interviewee, response there are different criteria alternatives for employee selection in the organization, like their cumulative education result (CPA), interview examination that help them to remove the least qualified or unproductive applicant immediately. The applicants should be registered for available vacancy is also only within five successive work days, and each applicants should score 70% in selection test.

Table: 4.18: The rate how the organization focus on employee selection criteria's

No	Statement	Items		
			F	% age
1	How much the organization focus applicants experience?	Very high	31	
		High	14	56.37%
		Low	10	25.45%
		Very low	-	18.18%
		Total	55	100%
2	How much the organization focus on applicant's background	Very low	13	23.64
		High	20	36.37
		Medium	12	21.81
		Low	10	18.18
		Very low	-	-
		Total	55	100

(Source: Our, survey 2019)

As indicated from the above table out of 55 total respondents, 56.37% (31) are said very high and the rest are said high 25.45 % (14), low 18.18% (10), and there is no respondent who said very low respectively. Since the majority of respondents are said very high, from these we can conclude that the rate how the organization focuses on the applicant's experience is very high.

As we have seen from the same table the responses on the applicant's background investigation, out of 55 total respondents, 36.37%% (20) are said high and the rest are said very high 23.64% (13), medium 21.81% (12), low 18.18% (10) and there is no respondents who are said very low respectively. Therefore, since the majority of the respondents said high the researchers can conclude that the rate how the organization focuses on applicants' background investigation is high.

,

CHAPTER FIVE

SUMMERY, CONCLUSTION AND RECOMMENDATION

4.1. SUMMERY, CONCLUSTION

Majority of the staff is young ranging between 26-36 and mature enough, 58.20% of the respondents' years of services are from 1-5; years' work experience so most of the employees are not well experienced. 25.45% of the respondents are first degree holders, as shown in the analysis part, all of the respondents said that the organization is able to attract effective and efficient candidate through good image. Almost 40%, 40% of the respondents replied that the organization uses advertisement and internet method for vacancy announcement respectively. The majority of the respondents replied that the organization mainly uses promotion as internal recruitment type which constitutes 72.73%. Most of them are male and married which shows that they are adult and are in the productive age group. When we generalize, as replied by most of respondents the organization used internet recruitment method most frequently rather than other methods

5.2 conclusions

The study carried out to assess the recruitment and selection practice employed in Wolkite University. The data obtained from different source has been analyzed by using statistical method such as tabulation and percentage. The following conclusion has been reached based on the response and analysis of data gathered. Wolkite university has a good image in attracting efficient and effective candidate also it has some problems in attracting efficient and effective candidates, the organization has different problems with regard to vacancy announcement like using registration place is only main campus, favoring for grade which score higher rank during staying in the college, lack of internet access available resource attract all possible eligible applicants of the university, the recruitment practice of the organization has some problems including: -

1. Place of announcement not visible for all

2. Too many applicants for single position
3. When the vacancy is in the internet all peoples not seen.
4. Because of the region is very wide it is difficult for those who are far from the main campus

The organization polices and principles of recruitment are that they use both internal and external source of recruitment. Wolkite University 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 labor market from internal and external respectively. The rate the organization give attention for internal recruitment is medium and high for external recruitment. External recruitment has some problem for the organization because of that it needs long training and the related cost. Even though Wolkite University makes different recruitment and selection activities to fill the vacancy position, place of announcement, lack of enough employees in labor market makes ineffective in getting required qualified employees, the organization becomes less performed.

5.3 Recommendation

From the finding of this particular study, the researchers forwarded the following recommendations for the Wolkite University Particularly for internal concerned bodies such as human resource director of WKU, to contribute to the practices of recruiting and selecting of permanent employees, due to this the following recommendations must be well noted.

- The Wolkite University should use other alternative method of vacancy announcement such as daily newspaper, local radio station, conference rather than using only internet recruitment to consider those who living remote area, those who cannot use technological improvement such as e- mail address so as to get different kinds of effective and efficient candidate.
- The organization should also allow enough time for the applicants. That means the period of time after the vacancy announcement is made should not be less than two or three weeks. Since the new applicants may come from distant areas, they should get enough time for making ready themselves for joining the organization.

- Before any recruitment and selection method will be adopted, employers should conduct job analysis to determine job description, job specification, and job evaluation.

References

- ✓ Adrian Wilkinson & Tom Redman (2008), *Contemporary Human Management*; Textand cases.
- ✓ Armstrong, M (2006), *Strategic HRM: The key to improved business performance*, CIPD London
- ✓ Ballantyne, I. (2009)., *Recruiting and selecting staff in organizations*, in S. Gilmore and Williams, S. (eds) *Human Resource Management*, Oxford: Oxford University Press
- ✓ Costello, D. (2006), *Leveraging the Employee Life Cycle*, *CRM Magazine*, 10 (12),48-48.Retrieved February 23, 2009, from Academic Search Premier Database.
- ✓ Dessler, Gary (2000), *Human Resource Management*, Eighth Edition. New Jersey, USA, 2000.
- ✓ Gomez-Mejia, L. R., Balkin, D. B. &Cardy, R. L. (2004). *Managing Human Resources*.
- ✓ Hax (2001) recent technological advances, globalization, social trends and changes within organization have brought new challenges for recruitment and selection.
- ✓ Kelly D. (2006), *Human Resource Development: For Enterprise and Human Development*, <http://ro.uow.edu.au/artspapers/114>.
- ✓ Lindomond,(2004),*Fundamental Human Resource Management*,11th edition, in India.
- ✓ Mathis, R.L. Jackson, J.H. (2006), *Human Resource Management*, 11th Edition, Thomson South-Western, USA, p 24.
- ✓ Mondy, R.W. (2010), *Human Resource Management*, 11th Edition. Upper Saddle River, New Jersey: Prentice Hall.
- ✓ Noe Hollenbeck (2008) *Fundamentals of Human Resource Management* 6th edition USA McGrawHill.
- ✓ Sims, Ronald R. (2002), *Organizational Success Through Effective Human Resources*,, USA
- ✓ Walker, James (2009), *Human Resource Planning*, New York: McGraw-Hill Book Co., P95

- ✓ Wendell L.French (2007) *Human resource management* 2nd edition Haughton Mifflin School.

Appendix 1
WOLKITE UNIVERSITY



College of Social Science and Humanities
Department of Governance and Development Studies

Questionnaire fills by employees who are permanently working in Wolkite University in Guraghe Zone, SNNPR.

Dear respondent;

Our name is Mathewos Araso, Ibrahim kasim, Getnet Asfaw and widi Reta we are doing a research to fulfill of the Bachelor Degree Program in Wolkite University. The topic of our research is “The Assessment of the employee recruitment and selection practice in higher institutions a case study of Wolkite University”. For this study, Wolkite University is the focus area of our study. This questionnaire is, thus, designs to obtain information about your perception, opinions, experience, and particular knowledge regarding the role of employee recruitment and selection. The information that you will be provided is highly essential for successful completion of the study. Please answer all items objectively. The researchers assure you that the information provides will be kept confidential and will be used only for an academic purpose. Hence, we would like to thank you in advance for giving us your valuable time.

✓ Direction

- No need to write your name
- Kindly request you to answer by making a (x)make or in writing where ever appropriate

PART—ONE: - Personal Profile of the Respondents

1. Sex A. Male B. Female
2. Age A. 15-25 B. 26-36 C. 37-47 D. 48 and Above
3. Educational Status _____
 A. Can't read and write F. Preparatory (11-12)
 B. Traditional education
- C. Lower Primary (1-4) G. Technical and Vocational Educational

- D. Upper primary (5-8) (TVET)
 E. Secondary (9-10) H. Diploma I. Degree
 Marital Status _____

- A. Single C. Divorced E. Separated
 B. Married D. Widowed

4. How long to years have you been in this area?

- Less than 1 year B. 1-5 years C. 6-10years D.11- 20 years E. 21 and above years

Part II:

Questionnaires for employees of the organization related to recruitment

5. Do you have any formal policy for the recruitment and selection of employees?

- a. Yes b. No

6. If yes to above, briefly state the policy:

7. When vacancies occur, are existing employees considered?

- a. Yes b. No

9. Are job vacancies made open to the public?

- a. Yes b. No

10. Which of these employee recruitment and selection processes identified in the study does this University often use? using 1 to 5 scales,

1=Not frequently used 2=Average used 3=Neither 4=frequently used 5=Most frequently used.

S/N	Recruitment and selection method	Ranking				
		1	2	3	4	5
1	Internet recruitment					
2	Radio advert					
3	TV advert					
4	Newspaper advert					
5	Professional association(s)					
6	Employment agents					
7	Employee referrals					
8	Door to door					
9	Telephone					

10	Recruitment from school					
11	Job fairs					
12	Talent hunting					
13	Job proofing					
14	In-house (internal recruitment)					
15	Initial job offers					
16	Labor office					

11. Has the recruitment and selection practice of your organization affected your performance?

a) Yes b) No c) Other

12. The under listed are some identified challenges the University encounter in the recruitment and selection practices. Rank them using 1 to 5 scales,

1= strongly disagree, 2 =Disagree, 3=neither, 4=Agree, 5=strongly agree

S/N	Challenges of Recruitment and selection method	Ranking				
		1	2	3	4	5
1	Poor human relations planning					
2	Competency level on the part of employee					
3	Lack of experience of employer					
4	Ineffective job analysis					
5	Ineffective selection methods					
6	Involvement of agents					
7	Lack of awareness on the part of employees					
8	Cost of recruitment and selection of employees					
9	Low confidence level on the part of the employee					
10	Low educational level of construction workers					
11	Leadership					
12	Lack of clear definition of job vacancy					
13	Employer employee relationship					
14	Inadequate information on the available vacancy					
15	Lack of human relations department					
16	Poor working condition of workers					
17	Location of available job.					

13. Please suggest initiatives that can improve the current recruitment and selection procedure used by this University; aimed at retaining recruited workers?

14) How do you fill vacant position in your organizations?

College recruitment internet Advertisement
Employee references

15) What are the major problems that your organization faces with regard to vacancy announcement?

Specify

16), which type of recruitment reach to desired candidates?

External internal

17) Which type of internal recruitment often used by your organization?

Transfer Promotion demotion

18) Does the organization use alternatives to recruitment?

Yes No

19) If you say "yes" Q No 14, how do rate? Very high

High Medium low very low

20) Which type of alternatives is/are it uses more?

A. Contingent worker D. over time

B. out source

C. Employee leasing

21, 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

22. Which is/ are external factors affecting employee recruitment process?

A. Competition D. Government regulation

B. Labor market C. Social attitude

C. Economic trends F. all factors are affecting

23. How much the organization focus on internal recruitment?

Very high High Medium Low
Very Low

24. How much the organization recruits from the external frequently?

Very high high medium low
Very low

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

Yes No

26. If you say "yes" for question No/ "21", 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 three: - general information about selection

1) Which of the following selection methods do you apply to choose candidates?

Work experience selection test Educational
achievement

Other specify.....

2) How do you rate the clarity of information required employee regarding the selection criteria?

Very clear Clear Fair vague Very vague

3). 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

4) 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

5) How much the organization focus on applicant's experience?

Very high

6). How much the organization focus on back ground investigation of applicants for selection purpose? Very very high

High Medium Low Very low

Questions related tokey informant interview

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

- a. _____
- b. _____
- c. _____
- d. _____

2. What are your alternative selection criteria's?

- a. _____
- b. _____
- c. _____
- d. _____

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

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____

4. What are the selection procedures of your organization?

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____

5. What are the major problems that your organization faces with regard to vacancy announcement?

Specify _____

6. Please suggest initiatives that can improve the current recruitment and selection procedure used by this University; aimed at retaining recruited workers?

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____

7. What do you think the possible recommendations in order to improve organizational performance?

- a. _____
- b. _____
- c. _____
- d. _____

e. _____

8. Do you have any formal policy for the recruitment and selection of employees if yes specify?

Thanks so much!!!!!!!