ASSESSEMENT OF THE CHALLENGES OF RECRUITMENT, SELECTION AND PLACEMENT IN CASE OF GURAGE ZONE ADMINISTRATION

A RESEARCH PAPER SUBMITTED TO THE DEPARTMENT OF MANAGEMENT IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR (BA) DEGREE IN MANAGEMENT

BY: REGASA JEMBOLA

ADVISOR: FUAD (MBA)

WOLKITE UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

DECEMBER, 2020

WOLKITE, ETHIOPIA

WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Declaration

This is to certify that the paper prepared by Regasa Jembola, entitled: The Assessment of the challenges of requirement, selection and placement in the case of Gurage zone administration submitted in Partial Fulfillment of the Requirements for Bachelor of Arts degree in Management complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

Signed by the Examiner and Advisor:

Advisor_____ Signature_____ Date_____

Examiner_____ Signature_____ Date_____

_____

Chair of Department or Graduate Program Coordinator

Tables of content

Tables of content i
ACKNOWLEDGEMENT iii
List of Table iv
ABSTRACT v
CHAPTER-ONE 1
1. INTRODUCTION 1
1.1 Back ground of the study 1
1.2. STATEMENT OF THE PROBLEM 2
1.3. Research questions 3
1.4. OBJECTIVES OF THE STUDY 3
1.4.1. General objective 3
1.4.2. Specific objective 3
1.5. Scope of the study 4
1.6 Limitation of the Study 4
1.7 SIGNIFICANCE OF THE STUDY 4
1.8. Ethical Considerations 5
1.9. Organization of the paper 5
CHAPTER TWO 6
2. REVIEW OF RELATED LITERATURE 6
2.1. Theoretical Literature Review 7
2.2.1. Recruitment 8
2.3. Selection 13
2.3.1. The Selection process 13
2.4. Orientation /Placement/ Socializing employees. 15
2.5 Empirical Literature Review 17
2.5.1 Summery and knowledge gap 18
CHAPTER THREE 20

REASEARCH DESIGN AND METHEDOLOGEY 20
3.1. Research Design 20
3.2 Population and sampling 20
3.2.1 Population, sample size and sampling techniques 20
3.2.2 Sample size 20
3.2.3 Sampling technique 21
3.3. Data type, source and method of data collection 21
3.3.1. Data type and source 21
3.3.2. Data collection tools 21
3.3.2.1. Questionnaire 21
3.3.2.2. Interview 22
3.4. Method of Analysis 22
CHAPTER FOUR 23
DATA PRESENTATION AND ANALYSIS 23
4.1. Background of the Administration 23
4.2. Presentation and Analysis of Policies and Practices 23
4.3 Open ended questions for employees 38
4.4 Interview for manager 38
CHAPTER FIVE 40
5. CONCLUSION AND RECOMMENDATION 40
5.1. Conclusion 40
5.2 Recommendations 41
REFERANCE 43
APPENDEX A 45
APPENDEX B 47

ACKNOWLEDGEMENT

First I would like to almighty God for his support throughout my academic life and my everything. Next I would like to express my gratitude to my Advisor Fuad Hussein for his patience in correcting my work starting from the proposal to final research and friendly treatments, suggestions and follow up throughout the activities of this research paper.
I would like to express my heart gratitude to my family and my best friend Belachew Kebede for his financial and moral supported.
Finally, my Acknowledgement not end without mentioning all my friends who help me throughout my work.

List of Table

Table 4. 1Demographic Characteristics of the Respondents 24

Table 4. 2. Job advertisement and initial screening techniques 26

Table 4. 3 Recruitment, transfer and promotion 28

Table 4. 4. Evaluation of the administration employment process policy 30

Table 4. 5 Priority given to acquire vacant jobs 31

Table 4. 6 criteria for the promotion of employees 33

Table 4. 7 interview and orientation 35

Table 4. 8 job condition, promotional and demotion 36

Table 4. 9 attitude of employees towards their job 38

ABSTRACT

Recruitment, selection and placement are key functions within any organization. The aim shall be to ensure that the organization recruits and retains staffs that possess the necessary skills, aptitudes and adoptability to enable the organization to meet its objective. The objective of this study is to state briefly the recruitments, selection, and placement concepts, methods and problems practiced by the administration. This study will use data collection from primary and secondary data sources. Primary data will be collected from 84 employees through interview and questioners. The sampling method used to gather this firsthand information is random sampling, extensive review of available on the administration, previously conducted studies related to this study, and various published and unpublished materials are carried out in this respect. The information or data gathered by questionnaire is analyzed by using tables, percentages and ratios. The data obtained indicate that there are some problems which need special attention in the employment processes. The administration, to attract suitable candidates for competition, shall notify job vacancies is detail through different media.

CHAPTER-ONE

1. INTRODUCTION

1.1 Back ground of the study

Without having competent employees any organization cannot reach its intended goal. Human resource is the most important entity that put an organization in a competitive Advantage. The success and failure of an organization to a large extent depends on the Employees` knowledge, skills, attitudes and commitment.

The acquisition of employees with the right abilities and skills is primarily ensured by the proper implementation of Recruitment and selection process. Through proper recruitment and selection practice Organizations get and retain the right employees who achieve organization goals. Bratton and Gold (2007) confirm that recruitment and selection are crucial practices in organizational process which help organizations achieve high performance and engage motivated staffs who like their job. Recruitment is the process of finding and engaging the People the organization needs. Selection is the process of making a hire or no hire decision regarding each applicant for a job. Gomez, (1991) Therefore, applying the appropriate Recruitment and selection practices in the organizations like awash international bank play a significant role to increase organizational effectiveness and capability.

Hunting of competent employees, whether professional, skilled or unskilled is a major issue in every kinds of organizations. It is a challenge for the management of many organizations from large amount of applicant's pool for one vacant post. If best candidates are not selected, they will not perform as per the expected standards and as said earlier that will have its own big influence on the performance of the organization. (Bratton and Gold, 2007) by using the right selection methods one can ensure that the candidate does not only has The right skills for the job, but also possesses the right personality to fit into the existing Organizational culture. Once that "right" person has been employed, the company has to ensure that the right incentives are put in place. However, recruitment and selection is characterized by potential difficulties and it is necessary to keep development that organizations should increasingly be inclusive in

their employment offering as younger Generations have grown up with the notion of flexible working, while older people have an Interest in flexible working as an alternative to retirement. (Armstrong, 2009)

1.2. STATEMENT OF THE PROBLEM

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

The administration is now operating in an environment which require efficient and quality of service that can bring satisfaction to the public. Because of this, the administration must give special attention to its recruitment, selection and placement procedures in order for it to succeed in this environment and, to operate smoothly and efficiently.

De censor, D. and Robbins, S. P (2005) wrote: "recruitment is that set of activities an Organization uses to attract job candidates who have the abilities and attitudes needed to Help the organization achieve its objectives. The recruiting efforts thus consist of where to Search (sources) and how to notify applicants of positions (methods).

It is an undesirable fact that most recruitment in Ethiopia lack creditability, as well as the Much talk about whom you know" culture (the organization) consequently square pegs are put in round holes, resulting in poor service delivery. The recruitment and selection Procedure therefore becomes a formality as opposed to an objective means to ensure the Selection of the best candidates fit for the job. (Stredwick, 2005).

Moreover, although literature in the field of recruitment and human resource management in general is abundant, most focuses upon developed economies to the neglect of developing economies. As most developed countries are collaborating with developing Countries in business developments there is the need to adopt a new dimension to the study of the field. Studies need to factors in the perspective of other economies; especially those in Africa. Recruitment and selection are seminal topics within human resource management, ensuring that organizations have the necessary human skills, knowledge and capabilities that will enable the organization to continue into the future.

Recent recognition of the strategic Potential of recruitment and selection to enhance organizational performance put a lot of Emphasis on getting the 'right person' for a post. (Armstrong, 2009) Therefore the point of investigation of the research paper, which the writer will be intended to make, is generally to study the recruitment and selection policies and procedures, selection methods practiced in the Gurage zone administration. People are organizations most valuable resources. The effectiveness of an organization depends on its staff and their training, organization and discipline. Good quality work depends on good quality people recommend their own relatives and friends to be employed by their organization). Consequently, an organization that has a poor recruitment and selection practice unlikely to recruit the right people. This may lead to poor performance, low profitability and eventual demise. (Gomez, 1991

1.3. Research questions

The research would be guided by the following questions:

1. Does the administration have recruitment, selection and placement policies which are parallel to organizational objectives?
2. What are the major problems related to the activities of recruitment, selection and placement?
3. Do the methods of recruitment and selection under taken by the administration attract the desired candidates?

1.4. OBJECTIVES OF THE STUDY

1.4.1. General objective

To analyses the recruitment, selection and placement concepts, methods and problems practiced by the administration and provide feasible recommendation.

1.4.2. Specific objective

2. To examine recruitment, selection and placement practice in the administration.
3. To identify problems related to recruitment, selection and placement with in the administration.

4. To assess the method used to evaluate candidate

1.5. Scope of the study

The scope of the study is geographically, conceptually, and time frame dimension. Geographically the study is conducted at, Gurage zone administration conceptually the study will use to show assessing the challenge of recruitment, selection and placement in the administration, and timely the researcher will use the most recent data of the organization because recent data are more suitable. Methodologically the study will be descriptive type of research.

1.6 Limitation of the Study

This study was limited by some of the followings:

- Some administrative staff members were not voluntary to give their response.
- Some administrative Staff members didn't answer properly.

1.7 SIGNIFICANCE OF THE STUDY

The study would enhance the image of the administration with potential recruits; this is to say if the result suggests that the administration is practicing a good policy of recruiting, selecting and placing of employees. Potential recruits who do have the access to the research paper, will be attracted to the administration, even to the extent of sending self-solicited application form.

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

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

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

1.8. Ethical Considerations

Confidentiality and privacy are some of the most corner stone of field research activities in Order to get relevant and appropriate data. The researcher assured the purpose of the Research paper and confidentiality of any information gathered through questionnaire on the introductory part of the paper. A final report will be made available to the organization for Perusal and for academic purpose. Moreover, all materials consulted to conduct the study. Have been duly acknowledged

1.9. Organization of the paper

This paper is organized in five chapter, the first chapter deals about introduction that include, background of the study, statement of the problem, objectives of the study, scope of the study, organization of the paper, significance of the study, limitation of the study. The second chapter contains review of literature. Chapter three emphasize on methodology of the research. Chapter four contains analyze and presentation of data. The last chapter deals with conclusion and recommendation of the study.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

"Human resource planning is the process of analyzing and identifying the need for and availability of human resource so that the organization can meet its objective" [Robert L. Mathis and John H. Jack son; 1997: P.38].

Human resource planning is a highly complex area of work and requires specialized skills. However, it is linked very closely to the supply and demand of labor with the purpose of bringing about equilibrium of man power within an organization. Because of its very complexity, organization's especially large ones tend to have specialist man power analysts on the staff that is able to deal with such complexities.

The approach to man power planning needs to be flexible so that plans can be developed as time and situation dictates. This requires analytical and diagnostic skills from the planner who attempt traditionally to seek to calculate man power needs in the short, medium and long term.

"The responsibility of recruitment, selection and placement, as in all good human resource practices, is shared between line management and the personnel function. The personnel department should be competent to advice on the best and most modern techniques and practices, and to provide a professional support and monitoring service, while line management must be involved in the final decisions as to who does or does not work in their departments." [Cowling and Mailer; 1992: P-41].

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

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

- Compensation
- Benefits and services
- Safety and health

2.1. Theoretical Literature Review

According to Armstrong (2006) cited by University of Groningen (2011) a clear policy on

When and how recruitment and selection will be conducted is important for the Management, staff and the applicants because of the potential dangers of subjectivity. Much can be achieved through clear policy statements on each aspect of recruitment and Selection process. Some of the gains are well described by Armstrong (2006) who says that Recruitment and selection policy helps the organization to: provide guidance on how and When jobs will be advertised, provide guidance on how selection will be conducted, state priorities for consideration, instruct on how disputes are to be handled and indicate the Effect on other policies in the organization. These benefits are likely to be achieved if specific principles are used in stating recruitment and selection policy. These are:

• Defining the key concepts in the policy.
• Stating the rationale for the policy.
• Adhering to the principal legislation's of the country.
• Focusing on appointment based on merit.
• Adhering to fairness on recruitment and selection (equal opportunity).
• Considering cost effectiveness in the recruitment and selection process.
• Attracting and selecting the most valuable employees.
• Taking into account the role of the management, the human resource department,

Selection panel and the job applicants in the recruitment and selection process.

Developing talent at different leadership levels in the organization is considered important.

Much greater openness in succession planning is encouraged, and more consideration is given to the required balance between internal talent development and external talent.

2.2.1. Recruitment

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

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

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

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

2.2.1.1. Sources of Recruitment

Both pros and cons are associated with promoting from within (internal source for recruitment) and hiring from outside the organization (external recruitment) to fill openings Promotion from within generally is thought to be a positive force in rewarding good work, and some organizations use it well indeed. However, if followed exclusively it has the major disadvantage of perpetuating old ways of operating. In addition, there are equal employment concerns with using internal recruiting if protected class members are not represented adequately in the organization.

Recruiting externally can infuse the organization with new ideas. But recruiting from outside the organization for any but entry-level positions presents the problem of adjustment time for the new persons. Most organizations combine the use of internal and external methods. Organizations that operate in a rapidly changing environment and competitive conditions may need to place a heavier emphasis on external sources as well as developing internal sources. However, for those organizations existing in environments that change slowly, promotion from within may be more suitable.

In support of Cowling and Mailer [1992: P42] vacancies usually arise because of the departure of existing employees (Labor turn over), but may also come about because a new position has been created. In either case it is important to check whether internal organization or temporary staff can make recruitment superfluous. "Once the organization has decided to recruit additional employees, it is faced with two recruiting decision: when to search (sources) and how to notify applicants of the positions. Two sources of applicants could be used. Internal (present employees) and external (those not presently affiliated with the organization)." [M. Ivancevich and Glueck; 1989: P-234].

2.2.1.2 Internal sources

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

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

1. Job Posting

It involves announcing job penning to all current employees. Bulletin board notices or printed bulletins can be used for this purpose. The announcement carries information about the nature of the position and the qualification needed, and any employee who is interested may bid on the job that is, enter the completion for it. Job posting can help to

ensure the minority workers and other disadvantaged groups become aware of opportunities to move up in the organization.

2. Employee Referrals

A reliable source of people to fill vacancies is composed of friends and /or family members of current employees. Employees can acquaint potential applicants with the advantages of a job with the company furnish letters of introduction, and encourage them to apply. These are external applicants coming from an internal information source.

Utilizing this source is usually one of the most effective methods of recruiting because many qualified people can be reached at low cost. In an organization with numerous employees, this approach can develop quite large pool of potential employees.

Another way to find applicants with in the organization is through employee by other departments. Informal communications among managers can lead to the discovery that the best candidate for the job is at a different section of the firm. An excellent source of information is the current employee who may know someone who would be qualified and interested in the open position. The source of information is very low cost, yet can yield a number of good prospects. Employees usually have a clear understanding of what the job entails and what type of person would fit with the organization.

3. Skill Inventories

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

Advantages and Disadvantages of Internal Source

Advantages

1. A present employee is more likely to stay with the company than an external Candidate.

2. Better motivation of employees because their capabilities are considered and opportunities offered for promotion.

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

Disadvantages

1. Poor attitude among those employees not selected.

2. It will create a gap in the department from where the employee is taken.

3. Political fighting and create hostile environment.

2.2.1.3. External Sources

Many vacancies are filled from external sources; even when an internal candidate is transferred or promoted the final result is usually a vacancy elsewhere in the company which has to be filled from outside. In support of Graham and Bennet (1992; P-189) external recruitment can be time consuming, expensive and uncertain though it is possible to reduce those disadvantages to some extent by fore thought and planning. The main external sources are employment agencies, advertisement, and campus recruitment world of mouth, trade unions, Raiding, employee referrals, box number, Labor union, professional associations, government agencies and customers. Having more applicants is also a problem to identify the required individuals. Therefore, the man power supply plan needs to contain a comprehensive summary of the market situation and the way it is likely to develop. Often an organization must take a more active and sound recruitment role. Some of the mean of finding suitable candidates according to Graham and Bennet [1992: P.173-211] are school and college recruiting, advertising employee exchange, employment agencies, unsolicited applicants or walk-ins or write-ins.

1. School and college recruiting: -

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

2. Advertising

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

3 Employee exchange

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

4 **Employment agencies**

There could be public or private employment agencies. These agencies have information on job seekers in terms of qualifications, skills, interests, etc. and can be a good source of employment by organizations Public agencies are a major source of blue-collar and white-collar works while private agencies are important sources of clerical, white collar and managerial personnel. The main disadvantage of using such agencies seem to come from the fat that unemployment is still seen by many employing managers as a social stigma and indicative of poor work records.

5. Unsolicited Applicants: -

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

Advantage and disadvantage of external sources

- ✓ **Advantages**

A. large group of people to select from infusion of competitors, ideas, secrets

B. A new beginning with no political intrigue.

- ✓ **Disadvantages**

A. Longer adjustment period.

B. amoral problem among internal employees

C. On the job behavior is not precisely known

2.3. Selection

"Selection is the process of making a "hire" or "no hire" decision regarding each applicant for a job. The process typically involves determining the characteristics required for effective performance on the job and then measuring applicants on those characteristics. The characteristics required for effective job performance are typically based on job analysis which is systematic summary of job. Depending on the applicant's score on various tests and/or the impressions they have made in interviews, managers determine who will and will not be offered a job. The selection process often involves the establishment of cut scores: applicants who score below these levels are considered unacceptability." [Robert Wood and Time panye; 1999: P-199].

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

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

2.3.1. The Selection process

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

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

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

1. Preliminary screening

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

2. Completion of Application form

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

3. Employment tests

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

4. Employment interview

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

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

5. Reference checks and Recommendations

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

6. Medical /physical examination

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

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

i) In case of later workers' compensation claims, physical conditions at the time of hiring should be known.

ii) It is important to prevent the hiring of those with services communicable disease.

iii) It may be necessary to determine whether the applicant is physically capable of performing the job in question.

2.4. Orientation /Placement/ Socializing employees.

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

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

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

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

Shared Responsibility

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

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

The hand book serves as already reference to the material covered during the orientation session. The orientation of new employees can provide a great refreshed or learning

opportunity for their colleagues, who can be asked to present information or guide the new comer.

2.5 Empirical Literature Review

A study made by professor Worku Negash (2014) empirically examined the Implementation of recruitment and selection practice in civil service institutions of Oromia National regional state, Ethiopia. The study mainly focuses on the policies and challenges of the recruitment and selection of employees. The Study concluded that the Implementation process was not going well. The findings reveal that though the Government showed commitment in developing a system that properly guides the process of recruitment and selection, the implementation process is not on track to achieve the desired merit-based system in the civil service sector of the region. The study recommended that the institution should carefully examine the implementation process and Address the gaps that exist.

A study made by AbdulQuddus Mohammad (2015), the study investigates the current practices in employee recruitment, selection and retention in family owned small Enterprises, so that new models can be developed.

The results suggest that majority of FOSMEs do not have a formal HR department; do not have HR Policies and practices, newspaper advertisements, agencies recruitment are some of the popular recruitment techniques and English language, math's Test, interviews, medical test are some of the popular selection techniques and factors like Good relations, recognition, salary, medical benefits are important for employees to work Longer. The results from this study will facilitate the owners to face the challenges of lack of qualified labor and high employee turnover rates and also meeting the enterprise targets. Social networking sites, such as Facebook and Twitter, allow individuals to post and share Personal information, which has led many US employers to use social networking sites to Screen job applicants (Sheaf and Wesley, 2006; Withiam, 2011). A reason for using social Networking sites to screen employees is that employers might want to verify information provided by applicants. Other reasons for using social networking sites for selection purposes is that social networking sites have some

advantages over traditional human Resource tools, such as being accessible without costs (Jacobs, 2009) and are perceived to be reliable sources by users

(Kluemper and Rosen, 2009) A research was conducted to examine the relationship between use of the social media as a recruitment source and Student attitudes (Rozelle& Landis, 2002). They hypothesized that that Internet recruitment would be seen as presenting less accurate information to applicants as Compared to informal forms of recruitment. In addition, greater applicant uses of Internet based recruiting information was expected to be associated with lower satisfaction with the Organization. The data did not support the hypotheses; hence the role of online recruitment was significantly established through they study.

A paper was recently presented at an international conference by Florea&Badea (2013), which emphasized the manner in Which the organizations use technology increases or decreases its positive net effect. The findings suggest that through the Internet, HR can develop an effective recruitment program, which helps manage the highly competitive and time-consuming process of Finding skilled personnel.

Another study addressed an important issue while using social media as a hiring tool that the reliability and validity of using social networking sites to screen and select applicants is Unknown. Until the reliability and validity of the information from social networking sites is examined, hiring organizations should be cautious when relying on social networking Sites to make selection decisions (Madera, 2012).

2.5.1 Summery and knowledge gap

Recruitment, selection and placement are elements in human resource management in an organization. This chapter includes different concepts that related with the subject matter, it includes theoretical reviews like concept of recruitment, selection and placement, source of recruitment, process of recruitment selection and placements and empirical reviews with respect to research gaps will be included. As shown in the empirical parts of the study, there were studies conducted by different researchers related with recruitment selection and placement. Most of researchers tried to investigate on the policies and practices of recruitment selection, methods of recruitment selection. But now the researcher intends to assess problems related to the activities of recruitment, selection and

placement that were not investigated by prior researcher. Therefore, the researcher would fill this gap by assessing challenges of recruitment, selection and placement in case of Gurage zone administration.

CHAPTER THREE

REASEARCH DESIGN AND METHEDOLOGEY

3.1. Research Design

A research design shows the master plan for collecting and analyzing the required data by Specifying the methods and procedures that is going to be used. For this study to collect the Necessary data both primary and secondary data sources used and both qualitative and Quantitative data types would be collected. The study would employ descriptive research design to describe the result and findings of the Study. This is relevant that it enables the researcher to gather data form single population. Kothari (1985) stated descriptive research focuses on explaining the characteristics of a Particular individual, group or situation. Thus, the objective and nature of this research Relevantly fall under descriptive research design.

3.2 Population and sampling

3.2.1 Population, sample size and sampling techniques

The target population of the study is all employees of Gurage zone administration. The total population of employees in this administration office is numbered 535.

3.2.2 Sample size

The total number of employee in Gurage zone administration are currently about 535. Because of large number of employee, the researcher would use sample size calculation to get the necessary information about the research to be conducted, the sample size would be determined as follow by using TayroYamane (1967) formula.

$n=N/1+N\,(e)^2$ Where e=margin of error

$n=535/1+535(0.1)^2$ n=sample size

n=84 N=total population

Therefore, the researcher used 84 as a sample from the total population of 535. Current employees of entries with 90% confidence level and 10% of margin of error means that the researcher would 90% confidence that the findings of this study will be in the internal of 10% error from the true value of the population.

3.2.3 Sampling technique

To conduct this research, the researcher would use simple random sampling technique because each member of the population under study would have equal chance of being selected. This technique involves selecting at random from all list of the population (sample frame) the required number of subjects for the sample.

3.3. Data type, source and method of data collection

3.3.1. Data type and source

In this study the researcher used both primary and secondary source of data. To carry out this research, primary data gathered form structured questionnaires distributed to employees and member so recruiting committee regarding the application and problem of recruitment, selection and placement. Furthermore, secondary data would be extensively utilized throughout the study. Secondary data from different books (Published and Un-published) would be used to make the investigation somewhat complete valid and reliable.

3.3.2. Data collection tools

3.3.2.1. Questionnaire

According to Kothari (2004), a questionnaire is a method of collecting data. In this method data are collected with the help of questions. Questionnaires' would be prepared in which to assess recruitment selection and placement and the question includes close ended questions that are arranged to administrative office.

3.3.2.2. Interview

Structured and semi structured interview are also designed for the purpose of gathering and assessing opinion from Gurage zone administration manager.

3.4. Method of Analysis

The information or data gathered by questionnaires in support of interview and observations are analyzed by using table, percentages and ration. The data were interpreted in accordance with the data analysis methods. The writer (investigator) is tried to make it compatible (consistent), valid, reliable, and justifiable to make a good road towards solving the problems initially mentioned in the paper.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1. Background of the Administration

Gurage Zone administration is one of the Zones that are found in south nation nationality and people's representative. The Administration has boundaries from the north Gurage Zone, from the south Hadiya Zone and Alba special woreda, from the west Gurage Zone and Yem special woreda and from the East Omiya region.

The administration is divided in to 13 (thirteen) woreda. The Zone administration has 7(seven) head offices namely; chief executive office, Finance and economy development office, Trade and industry development office, Culture and information office, health office, Educational office, and municipal service office. These offices have different departments, divisions, sections and teams with a total number of 11,212 technical and administrative staffs employed in the administration.

The recruitment, selection and placement process in the administration are conducted in accordance with the law of southern Nations, Nationalities and peoples state representative administrative civil service commission of personnel administration order no 3 of 1998, Art. 88(2) by 5(five) ad-hoc committee members which include one representative from the employer (vacant) department in the administration.

4.2. Presentation and Analysis of Policies and Practices

In this section data collected from the administration employees through self-administered questionnaire will be presented and analyzed in support of interview and questionnaires. The questionnaires were distributed to employees and recruiters. A total of 84 questionnaires were distributed, 9(nine) to the recruiters and the rest 75 to the employees. The questionnaires distributed to both recruiters and employees were filled and returned the results and analysis of the finding is presented as follows;

Table 4. 1Demographic Characteristics of the Respondents

Items		Respondents					
		Employees		Recruiters		Total	
		Frequency	%	Frequency	%	Frequency	%
1.Sex	A. Male	57	68	7	78	64	76
	B. Female	18	32	2	22	20	24
	Total	75	100	9	100	84	100
2.Age	A. 25 years	8	11	0	0	8	9
	B. 26-35 years	35	47	2	22	39	45
	C. 36-45 years	27	36	7	78	34	40
	D. 46-55 years	5	6	0	0	6	6
	E. >56 years	0	0	0	0	0	0
	Total	75	100	9	100	84	100
3.Educational Status	A. High school Graduate or below	5	7	0	0	5	6
	B. Certificate	8	11	0	0	8	9
	C. Diploma	42	56	4	40	46	55
	D. First degree	17	22	5	60	22	26
	E. Above 1st degree	3	4	0	0	3	4
	Total	75	100	9	100	84	100
4.Work Experience	A. Less than 2 years	10	13	0	0	10	12
	B. 2-5 years	25	33	1	11	26	31
	C. 5-10 years	35	47	3	33	38	45
	D. Above 10 years	5	7	5	56	10	12
	Total	75	100	9	100	84	100

Source: survey 2020

It is believed to be important to assess the man power distribution in the administration to enhance the individual and collective contribution of people to the short and long term success of the administration. Assessment of the man power distribution will also help to forecast the required number and quality of the work force in the administration. Based on the conditions mentioned above, the researcher tried to assess the man power distribution of the administration by sex, age and educational level.

Item number "1" table 1 shows the distribution of Gurage Zone administration employees by sex. According to the response 64(76%) of the sample population are males and 20(24%) of the sample population are females. The inference of this data is that Gurage zone employees are male dominated. However, the civil service employment policy of the southern notions, nationalities and people's representatives as "The organizations will not discriminate against an employee or applicant for employment, rather give more priority for females than males". On the other hand, as the personnel officer said "when there is a vacancy announcement to the community, the number of female applicants who are skilled and qualified are less than those of males". So we can deduce hence, this might be the cause that employees in the administration are male dominated.

Item number '2" of table 1 indicates the age distribution of employees in the administration. Out of the total sample population 8(11%) are less than or equal to 25 years of age, 35(47%) of them are between 26-35 years old, 27(36%) of them are between 36-45 years old, 5(6%) are between 46-55 years old and non is greater than or equal to 56 years of age. From this data we can infer that the administration employees are almost young and middle aged, because 70(94%) of the employees are found between 25 and 45 years of age. This fact indicates that the administration has a potential and powerful work force who can serve the organization for long period of time.

Employees mostly need to be qualified and experienced. Among the many qualifications required, educational level is the most important one. The administration employees are qualified with different educational levels as it shown in item'3" of table 1. Out of the total sample population 5(6%) is high school graduate or below, 8(9) have certificate, 46(55%) are diploma holders, 22(26%) are first degree holders and 3(4%) are above first degree, from this data we can deduce that most of the positions in the administration are

located (occupied) by medium level educated employees and about 94% of them are college graduate.

Item 4 of the table is regarding the working experience or service years of the respondents in the organizations. It indicates that 10(12%) of the respondents have been working in the administration for less than 2 years, 26(31%)for 2 to 5 years, 38(45%) for 5 to10 years and 10(12%) of respondents have been working for more than 10 years. Therefore, the majority of the respondents have working experience of 2 to 5 and 5 to10 years.

Table 4. 2. Job advertisement and initial screening techniques

Items	Respondents					
	Employees		Recruiters		Total	
	Frequency	%	Frequency	%	Frequency	%
1. How are job vacancies announced to employees?						
A. Radio	3	4	0	0	3	4
b. Television	0	0	0	0	0	0
C. newspaper	37	49	4	40	41	49
D. notice board	35	47	5	60	40	47
Total	75	100	9	100	84	100
2. Are employment application forms used to be filled by each applicant?						
A. yes	60	80	9	100	69	82
B. no	15	20	0	0	35	18
Total	75	100	9	100	50	100

Source: survey 2020

According to southern, Nations, nationalities and peoples representative civil service commission staffing process rule and regulation, job vacancies are announced to existing employees on internal notice boards while externally it is advertised on print and electronic media. The administration considers some of these methods to reach the desired candidates.

As table "2" item number 1 points out from the total sample population 3(4%) found out about the job vacancy in radio, none of them from television, 41(49 %) from newspaper and 40(47%) of the employees from notice board.

"Civil service commission personnel administration order number 3 of 1998, Art 88(2) stipulates that, the administrations shall advertise widely to obtain a high standard of applicants with respect of the job position." But the administration advertisement technique is restricted only to advertisement in the newspaper (Addis Zemen) and notice board for external recruitment and internal notice board for internal recruitment.

Perhaps the majority people seeking employment know that they can refer to this particular newspaper to learn about job vacancies, but the administration can widen its horizon by using other newspaper, magazines another different print and electronic Medias to reach and attract the most competent candidates.

To increase the awareness of potential transfers and promotion prospects, other methods besides announcements on notice boards, such as employee new papers or special announcements circulated in departments, could be used.

Regarding to the cost of the announcement materials, electronic medias are the costliest to advertise the vacancies. So he administration uses other advertising instruments like newspapers, magazines and other printed materials in order to minimize this electronic media cost of annunciation.

As it is shown item number '2" table 2 out of the total sample of population 41(82%) filled application forms while 9(18%) did not. In this as the personnel officer claimed 'sometimes application Forms might not be prepared a head of the registration date due to lack of budget. 'This might be the cause that some of the employees did not fill

application form. But the questionnaires filled by recruiters showed that application forms are mandatory to all applicants. The policy of the administration states that application forms must be filled by candidates and presented a long with originals and photo copies of education, reference letter and any other related documents.

As the table shows, there are some employees who were not made to fill application forms. Application blanks help to weed out undesirables since they supply enough information about the applicants who obviously do not meet the requirements. In this way, the number of persons who have applied can be reduced to a manageable few who can be called to an interview. Thus, the importance of application forms shouldn't be over looked since they play a major role in saving time and cost spent on those applicants who are no suitable for the position.

Table 4. 3 Recruitment, transfer and promotion

Items	Respondents			
	Employees		Recruiters	
	Frequency	%	Frequency	%
3. How did you acquire your present job?				
A. Externally recruited	35	47	35	47
B. Internally transferred	22	29	22	29
C. Internally promoted	15	20	15	20
D. Others	3	4	3	4
Total	75	100	75	100

Source: survey 2020

Item number 1 of table 3 shows from the total sample of employees 35 (47%) have acquired their position through external recruitment, 22(29%) are internally transferred, 15(20%) internally promoted and the rest 3(4%) are due to political performance of the individual and the one who specialized his professional what he occurs the position.

According to the personnel administration policy;

1. Internal recruitment through transfer is a move from one job to another within the organization without a significant change in salary or in the amount of responsibility or authority. Salary increments are not applied here.

2. Internal recruitment through the promotion of those salaried employees is done when no appropriate employee is not found recruitment is done with internal vacancy announcement. Choice and assignment of the best candidate is done by the administration promotion committee. The promotion is recognized with the approval of the committee.

3. After ascertaining the unavailability of suitable candidates internally, depending on the administration civil service department decision, external recruitment is undertaken.

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

Pros and Cons of external Recruitment

Pros

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

B. A new beginning with no political intrigue.

Cons

a. Longer adjustment period

b. Moral problem among internal employees.

C. On the job, behavior is not precisely known.

Table 4. 4. Evaluation of the administration employment process policy

Items	Respondents			
	Employees		Recruiters	
	Frequency	%	Frequency	%
1. Does the administration have stated laws and procedures for recruitment, selection and placement of employees?				
A. yes	9	100	9	100
b. no	0	0	0	0
Total	9	100	9	100

Source: survey 2020

The recruiters of the administration have been asked whether or not the administration has stated laws and procedures for recruitment, selection and placement. According to their response in item number "1" of table 4 all of the respondents 9(100%) replied yes. As the recruiters respond the administration conducted the employment process based on the laws and procedures said on the southern nations, nationalities and peoples representative civil service commission of personal administration order N^{o} of3 of 1998, Art, 88(2).

Table 4. 5 Priority given to acquire vacant jobs

Items	Respondents					
	Employees		Recruiters		Total	
	Frequency	%	Frequency	%	Frequency	%
1. If there is a vacant Job in the administration to whom priority will be given?						
a. new applicants	2	3	0	0	2	2.4
b. Existing employees	70	93	5	56	75	89.3
C. Equal opportunity to both	3	4	4	44	7	8.3
Total	75	100	9	100	84	100
2. Do you think if a certain job opening arises all employees have the same opportunity as others in terms of seniority, promotion and Transfer?						
A. yes	35	47	7	78	42	50
B. no	40	53	2	22	42	50
Total	75	100	9	100	84	100

Source: survey 2020

Item number ‘1” of table 5 given us some information about which of the two sources are even priority. Out of the total sample population 75(89.3%) replied that present employees are given priority to fill the vacant position, only 2(2.4%) replied new applicants and 7(8.3%) replied equal chances are given to both from this we can conclude that the administration will look existing employees to fill vacant positions before going to outside sources. Looking existing employees first is good; however, there is a problem of bringing good discipline if many of the employees face with lack of new knowledge to the organization. So the administration should look the advantages and disadvantages while concentrating on existing employees.

Advantages and disadvantages of internal source
Advantages

1. A present employee is more likely to stay with the company than an external candidate.

2. Better motivation of employees because their capabilities are considered and opportunities offered for promotion.

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

4. It is more reliable than external recruitment because a present employee is known more thoroughly than on external candidate.

5. Better utilization of employees because the company can often make better use of their abilities in different job.

Disadvantages

1. Poor attitude among those employees not selected.

2. It will create gap in the department from where the employee is taken.

3. Promoting an individual who is not clearly the most qualified may cause

   Resentment.

4. Political fighting and create hostile environment.

Item number "2' of table 5 shows about opportunity for promotion and transfer based on seniority. Accordingly, out of the total sample population 42(50%) believed there had been equal opportunity for promotion and transfer and 42(50%) claim there had not been and the reason they had given were;

- Some position like department head are made by appointment and this

Appointment requires one's political loyalty to the government.

- Bureaucratic bottle neck (inflexible administration) un selected employees that are in the organization feel that the promotion and transfer process is unfair, since the time they become inflexible to be administered.

When promoting the employee's seniority, merits, initiative, accuracy of work, job knowledge and personnel record should be taken in to consideration. If all these are taken in to account, then there should be no reason why employees should feel they do not have equal opportunity as others.

In case of unsuccessful employees, it is necessary to fact fully inform them why they were not selected and advise them on how to develop themselves for future openings.

Table 4. 6 criteria for the promotion of employees

Items	Respondents					
	Employees		Recruiters		Total	
	Frequency	%	Frequency	%	Frequency	%
1. What do you think the main criteria for promotion of employees? A. Seniority (service period) b. Performance evaluation C. Educational level. D. Ability to work E. All	50 0 21 0 4	67 0 28 0 5	5 0 4 0 0	56 0 44 0 0	55 0 25 0 4	65 0 30 0 5
Total	**75**	**100**	**9**	**100**	**84**	**100**

2. To what extent the interviews and exams are related with the job?						
A. High	17	23	7	78	24	28
B. Medium	23	31	2	22	25	30
C. Low	32	42	0	0	32	38
D. Unrelated	3	4	0	0	3	4
Total	**75**	**100**	**9**	**100**	**84**	**100**

Source: survey 2020

Item number "1" in table 6 shows evaluation criteria to recruit and select present employees. Respondents were asked to identify which of the listed points given more emphasis. Accordingly, out of the total sample population 55(65%) replied service period is given more emphasis, 25(30%) replied that Educational level given priority, and 4(5%) replied all criteria are considered the inference from this data is, the administration mainly focuses on educational level and Seniority (service period) to promote employees.

.

Out of the total sample population 24(28%) replied the relation is high and 3(4%) unrelated. However, the rest 25(30%) replied medium and 32(38%) low. From this result we can deduce that the exam is not that much related with the job, thus it is better for the administration to match most of the question and interviews with the job.

For example; - The profession of the applicant is plant agriculture but he asked human resource management questions.

Table 4. 7 interview and orientation

1. Once hired you were given orientation about the administration's policy, departments and your roles and responsibilities in the job?						
A. Yes	33	44	7	78	40	48
b. No	42	56	2	22	44	52
Total	75	100	9	100	84	100
2. If your answer item 3 is yes who give you the orientation?						
A. your immediate supervisor	31	41	-	-	31	41
B. human resource department	2	3	-	-	2	3
C. Other	0	0	-	-	0	0
D. Did not take orientation	42	56	-	-	42	56
Total	75	100	-	-	75	100

Source: survey 2020

Item number 1 table 7 discloses that from the total sample population 40(48%) admit they were given orientation and 44(52%) claim they were not given an orientation at all. From those who had been given orientation 31(41%) explain that the orientation was given to them by their immediate supervisor, 2(3%) by human resource department according to item number 2" of table 7.

Those who claim they were not given orientation about the organizations policy, departments and their roles and responsibilities cover large percentage of 42(56%). But after taking a lot of trouble of selecting the right person for the job, it is important to achieve the following results;

- The new employee should know their way about, what facilities there are, and the general rules and procedures.
- The new employee must understand their own job, and what is expected of them.
- Knowing what results are required, the new employee must discuss with their manner how the results will be achieved.

And even the administration's policy state that the orientation should be given to employee, recruited externally and also to those who are promoted, by the concerned department to the best of its ability.

The administration declares that job orientation is performed for recruits and transfers and is carried out by the supervisor of the concerned department.

According to the questionnaires field by employees somewhere given orientation by other than their supervisors. This could be due to the type of job under consideration, but orientation by a supervisor is compulsory since he/she would communicate to the new employee about the specific job requirements.

Table 4. 8 job condition, promotional and demotion

Items	Respondents					
	Employees		Recruiters		Total	
	Frequency	%	Frequency	%	Frequency	%
1. Do you think that the right person has placed on the right position based the job demand in the administration?						
a. yes	32	43	7	78	39	46
b. No	43	57	2	22	45	54
total	75	100	9	100	84	100
2. If your answer for item no 1 the reason?						
A. over qualification	22	29	4	44	26	31
b. under qualification	46	62	5	56	51	61
C. both A and B	7	9	0	0	7	8
D. other	0	0	0	0	0	0
Total	75	100	9	100	84	100
3. What do you think the major factor for the demotion of employees?						
A. Poor job performance	35	47	5	56	40	47.
B. Employees behavior	10	13	0	0	10	6
C. Lower Educational level	5	7	0	0	5	12
D. violation of the rule of the administration	25	33	4	44	29	6 34. 4
Total	75	100	9	100	84	100

Source: survey 2020

Item number 1 table - 8; discloses that from the total sample population 39(46%) replied the right person has placed on the right position, 45(54%) of the respondents replied that misplacement of the right person on the right position.

According to number 2 of table -8, 26(31%) of the total sample population replied over qualification, that means the misplaced of the right person on the right position. 51(61%) replied that under qualification, that means employees who had poor capability are placed with in the position that the capability and the position where they are placed are mismatched, 7(8%) of the total sample population replied that the miss match of the job and the employee is based on both over qualification and under qualification.

From the findings of table 8, item number 1 and 2 we deduce that, there is mismatch of which the job demands and he qualification employees have. Employees placement is a continuous process not an isolated event. Can placement be a continuous process not an isolated event, not be placed in a job and forgotten. People change and jobs change, and thus what might initially start outs to be a proper fit or match may not later remain so. Many workers want greater and greater job duties and responsibilities in a form of promotions as time goes by. So continuous assessment of job performance analysis could be conducted at regular basis and employees should replace using the policy of promotion and demotion based on their actual ability of job performance.

Continuous placement does not necessarily mean continuous promotion. Placement can be in the form of promotions, transfers, demotions, layoffs, retirements and terminating.

Item number 3 table - 8; shows that from the total sample population 40(47.6%) replied that poor job performance is the major factor for the demotion of employees, 10(12%) of the respondents replied employee behavior, 5(6%) of the sample population replied lower educational level and 29(34.4%) replied violation of the rule of administration is the major factor for the demotion of employees. This shows that mainly poor job performance and violation of the rule the administration is the major factor for the demotion of employees in this administration.

Table 4. 9 attitude of employees towards their job

What is your attitude about the job you perform?	Employee	Frequency %
A. satisfied	30	40%
B. dissatisfied	45	60%
C. other	0	-
total	75	100%

Source: survey 2020

As indicated in the above table 9, 30(40%) of respondents are satisfied with their job while remaining 45(60%) of respondents said that unsatisfactory. So most respondents are unsatisfied with their job.

4.3 Open ended questions for employees

11. What major problems do you see in Recruitment, selection and placement practice of the administration?

- One of the major problem related to recruitment, selection, and placement is that embezzlement.
- When new employees are join the organization human resource management department never train the new one.
- The main problem is the opinion of the transparency of the work situation. And no well awareness of employees.
- Lack of adequate proper training of personnel and human resources officers.

12. In your opinion what can be the solutions to their problems?

- To eradicate this problem giving training to minimize the attitude problems.
- Human resource management department should apply the philosophy of the science of human resource management
- Human resource management department coordinator should free from biases and miss use of power to sign equal chance for all coordinates.
- Human resource management department coordinators should feet the plan by knowledge and communication.

4.4 Interview for manager

1 what kind of recruitment practice in the administration?

- As per the manager of the administration the kind of recruitment practiced are internal and external recruitment. The internal recruitment are promotions and transfer, job costing and employee referrals. In addition to this the external recruitment practiced in the administration include direct recruitment, employee, advertisements and employment exchanges.

2. how the organization select the employees?
   - The organization select the employees based on work experience, educational back ground and competency.
   - The organization select the employees based on the ability to fit the job.

3 what are weakness and problems of recruiters and selectors of the administration?
   - The problem of using power unwisely.
   - The recruiters and selectors are sometimes not keep the rules of organization.
   - They not give enough time for the candidates at the time of recruitments and selection.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATION

5.1. Conclusion

Recruitment, selection and placement is the process by which a firm is able to find and attract its employees. Because of this it is regarded as the most critical task that any organization faces. Without having the right people for each and every position that an organization has it is difficult to function effectively and achieves organizational objectives as desired. Thus, the recruitment, selection and placement activity should be geared towards acquiring the right people for the right position that the company is seeking for.

- ❖ The data which was obtained from the structure questionnaire in support of interview and observation indicated that there is some problem which need special attention in the employment process. These findings could be summarized as follows: -

- ✓ The administration advertisement technique is restricted only to advertisement in the newspaper (Addis Zemen) and notice board for external recruitment and internal notice board for internal recruitment.

- ✓ The administration mainly focuses on educational level, and interviews and exams to recruit and select present employees.

- ✓ The administration recruiter's performance is poor.

- ✓ Some of the recruiting members are not given special training on how to attract and select applicant.

- ✓ There is mismatch of which the job demands and the qualification employees have in the administration.

- ✓ Employees are not satisfied on the job they performed.

5.2 Recommendations

- ❖ Based on the fact observed from the questionnaire inspirit of interview and observation, the following are recommend as possible solutions, which might alleviate he short comings.

- ✓ To increase the awareness of potential applicants the administration should widen its horizon by using other newspapers, magazines, and other different print and electronic media for external recruitment and employee newspaper or special announcements circulated in departments for internal recruitment to reach and attract the most competent candidates.

- ✓ To alleviate the problem of un relatedness problem of exam and personnel bias of interviews for section criteria, the administration should also look other criteria like experience and actual work performance ability of employees to recruit and select existing employees.

- ✓ To improve the performance of recruiter's the administration should have to re organize its recruiting members.

- ✓ The administration should provide special training for all members of recruiters on how to attract and maintain qualified personnel.

- ✓ Continuous assessment of employees about their job performance should be conducted at regular basis and employees could replace using the policy of promotion and demotion.

- ✓ Employees need to be reward for the service they provide an organization. The organization on the other hand has the obligations reward employees fairly according to the contribution they provide in the form of compensation.

- ❖ Apart from weakness the administration's recruitment, selection and placement procedures, it has got many strong sides, which are worth mentioning.

Some of these could be summarized as follows:

- ➢ The administration has a potential and powerful work force who can serve the organization for long period of time in terms of age.
- ➢ Most of the employees in the administration are qualified with medium level of education.
- ➢ The administration looked existing employees to fill vacant position before going to outside sources. This encourage existing employees to work hard and achieve the stated objectives.

REFERANCE

- ✓ AbdulQuddus, Mohammad. (2015), *"Employee recruitment, selection and retention in Saudi Arabian family owned small and medium scale Enterprises (SME's)",* Kuwait Chapter of Arabian Journal of Business and Management Review, vol4(6)
- ✓ Armstrong, M. (2006). *Human Resource Management Practice.* London and Philadelphia: Kogan Page.
- ✓ Armstrong, M. 2009). *Armstrong's Handbook of Human Resource Management Practice*. London and Philadelphia: Kogan Page.
- ✓ Bratton J. and Gold J. (2007). *Human Resource Management,* New York; Palgrave Macmillan.
- ✓ Catherine. (2002). *Practical Research Methods:* A user-friendly guide to mastering research, how to Books Ltd, UK.
- ✓ Cooper, D.R., & Schindler, P.S. (2006). *Business Research Method*, Boston; McGraw-Hill Irwin.
- ✓ DeCenzo, D. and Robbins, S.P (2005). *Fundamental of Human Resource Management, 8thed.* USA: John Wiley & sons, Inc.

- ✓ Florea, V. N., Badea, M. (2013). *Acceptance of new Technologies in HR: E-Recruitment in Organizations. Proceedings of the European Conference on Information Management & Evaluation,* pp. 344-352.
- ✓ Gberevbie, D.E, (2010), "*Nigerian Federal Civil Service: Employee Recruitment, Retention and Performance"* unpublished Journal of Science and Sustainable Development (JSSD). Ugandan Martyrs University, Vol. 3 (1). Pp. 113-126.
- ✓ Greg L. Stewart, and Kenneth G. Brown, (2009), *human resource management: linking strategy to practices:* Quebecor World Versailles.
- ✓ Ivancevich John M (2004). *Human Resource Management*, New Delhi: MaGraw-Hill Publishing Company.
- ✓ Kothari C.R. (1985). *Research Methodology Methods and Techniques,* New Delhi: Wiley Estern limited.

- ✓ Madera, M. J. (2012). *Using social networking websites as a selection tool: The role of selection process fairness and job pursuit intentions. International Journal of Hospitality Management*, 1276– 1282.ss

- ✓ Worku Negash, (2014). *The Implementation of Recruitment and Selection in Civil Service Institutions of Oromia National Regional State, unpublished journal, Ethiopia.*

APPENDEX A

WOLKITE UNIVERSITY

College of Business and Economics

Department of Management

Questionnaire to be filled by recruiters of Gurage Zone administrator.

The purpose of this study is to assess the general Recruitment, selection and placement practice in the administration, and it is an essential part to be used in a senior essay required for graduation. So you are kindly. Requested to give the right answer you think, and put "√" mark in the boxes. Your honesty and sincerity would be of great help, since some of the questions are subjective, writing names is not necessary.

Thank you in advance.

1. Sex A. Male ☐ B. Female ☐

2. Age A. Below 25 years ☐ B. 26-35 years ☐

C. 36-45 years ☐ D. 46-55 years ☐ E. 56 and above ☐

3, educational status A. High school graduate or below ☐ B. certificate. ☐

C. Diploma ☐ D. first degree ☐ E. above first degree ☐

4. work experience A. less than 2 years ☐ B .2 - 5 years ☐ 5- 10 years ☐

D. Above 10 years ☐

4. Does the administration has stated laws and procedures for Recruitment selection and placement of employees?

A. Yes ☐ B. No ☐

5. How are job vacancies announced to employees?

A. Radio ☐ C. news paper ☐

B. Television ☐ D. Notice board ☐ E. Other, specify _____

6. Are employment application forms used to be filled by each applicants?

A. yes ☐ B. No ☐

7. Do you think if a certain job openings arises all employees have the same opportunity in terms seniority, promotion and transfer?

A. Yes ☐ B. No ☐

8. To what extent the interviews and exams are related with the job?

A. High ☐ B. Medium ☐ C. Low ☐

9. Do you think that the right person has placed on the right position based on the job demanded in the administration?

A. Yes ☐ B. No ☐

10. If your answer for item number ‘8” is “No” what do you think the reason?

A. Over qualification ☐ C. Both A and B ☐

B. Under qualification ☐ D. Other, specify _____

_____

11. What major problems, do you think, are in the Recruitment, Selection and placement in the administration?

_____

_____

_____

_____

12. What solutions do you think will alleviate such problems?

_____

_____

_____

_____

APPENDEX B

WOLKITE UNIVERSITY

College of Business and Economics

Department of Management

Questionnaire to be filled by employees of Gurage zone administrations

The purpose of this study is to asses the general Recruitment, selection and placement practice in the administration and it is an essential part to be used in a senior essay required for graduation. So you are kindly requested to give the right answer you thin, and put "√" mark in the space provided for the one you choose and answer. Your honesty and sincerity would be of great help, since some of the questions are subjective, writing name is not necessary.

Thank you in advance.

1. Sex A. male ☐ B. Female ☐

2. Age A. Below 25 years ☐ C. 36-45 years ☐

b. 26-35 years ☐ D. 46-55 years ☐

E. 56 and above ☐

3, educational status A. High school graduate or below ☐ B. certificate. ☐

C. Diploma ☐ D. first degree ☐ E. above first degree ☐

4. work experience A. less than 2 years ☐ B .2 - 5 years ☐ 5- 10 years ☐

D. Above 10 years ☐

5. How did you acquire your pres__ Job? B. Internally transferred D.

other, specify _____

6. If there is a vacant job in the administration to whom priority will be given?

A. New applicants ☐ C. Equal opportunity to all ☐

B. medium ☐ D. Un related ☐

7. To what extent interviews and exams are related with the job for selection/

A. Highly related ☐ C. Lower ☐

B. Medium ☐ D. un related ☐

8. Once hired were you given orientation about the administration's policy, departments

and your roles an responsibility in the job?

A. Yes ☐ B. No ☐

9. If your answer to question"6" is "Yes" who give you the orientation?

A. your immediate supervisor ☐ B. Human resource department ☐

C. any other, specify _____

10. What do you think that the main criteria for promotion of employees?

A. Seniority (service period) ☐ C. Educational level ☐

B. Performance evaluation ☐ D. Ability to work ☐ E. All ☐

11. What do you think the major factor for the demotion of employees?

A. Poor job performance ☐ C. Lower educational level ☐

B. Employees be havior ☐ D. Violation of the rule of the administration ☐

E. other, Specify _____

12. What is your attitude about the job you perform?

A. Satisfied ☐ C. Other, specify _____

B. Dissatisfied ☐

13. What major problems do you see in Recruitment, selection and placement practice of the administration?

_____

_____

14. In your opinion what can be the solutions to there problems?

_____

_____

_____

Interview for manager

1 what kind of recruitment practice in the administration?

2. how the organization select the employees?

3 what are weakness and problems of recruiters and selectors of the administration?