



COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

**THE CHALLENGE OF RECRUITMENT, SELECTION AND
PLACEMENT PRACTICE**

(IN CASE OF HOSSANACOLLEGE OF TEACHERS EDUCATION)

**A RESEARCH PAPER SUBMITTED IN PARTIAL FULFILLMENT OF THE
BACHELR ART DEGREE IN MANAGEMENT WOLKITE UNIVERSITY**

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DECLARATION

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Abstract

Challenges of Recruitment, selection and placement are key functions within any organization. The objective of this study is to state briefly the recruitments, selection, and placement concepts, methods and problems practiced by the college. This study uses data collection from primary and secondary data sources. Primary data collected from 45 employees and 5 members of human resource officers through structured self-administrated questionnaires. The sampling method used to gather this firsthand information was random sampling; The information or data gathered by questionnaire and 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 college to attract suitable candidates for completion should notify job vacancies in detail through different media. The finding of the study shows that the college have potential and powerful work force. The college need to expand the way it advertises new vacancy. The college use mostly interviews for its employment and also the employees agreed that the process of Recruitment, selection and placement is good up to some extent.

Key words: Recruitment, selection and placement.

CHAPTER-ONE

1. Introduction

1.1. Back Ground of the Study

Recruitment can play a pivotally important role in shaping an organizations effectiveness and performance, if work organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are able to make an accurate prediction regarding their future abilities. Recruitment also has an important role to play in ensuring worker performance and positive organizational outcomes (Ballantyne, 2009). “It is the process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization.” [Bantie.w.et.al, 2006]. The quality of organizations employees, their enthusiasm and satisfaction with their jobs and their sense of fair treatment all have significant impact on the firm’s productivity customer service, reputation and survival.

“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.” [H. Johnbernardin, 2003]. 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. Selection is the process of choosing from among available applicants the individual who are more likely to successfully perform a job. The objective of selection process is to choose the individual who can successfully

perform the job from the pool of qualified candidates. Job analysis, human resources planning and recruitment are necessary pre requests to the selection process. A break down in any of this process can make even the best selection system in effective. [Bayar's Rue, 2004]. 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 unable to produce the expected amount and quality of work can cost an organization a great deal of money and time.

Placement 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 coworker is usually unplanned and unofficial, and it often provides the new employees with misleading and inaccurate information. This is one of the reasons the official orientation provided by the organization is so important. An effective orientation program has an immediate and lasting impact on the new employee and can make the difference between his or her success or failure.

Generally, recruitment, selection and placement of human resource is a common practice be in old or in newly established organization. The differently involved in attracting qualified applicants, selecting those who best fit for the vacancy position and socializing them in the organization would be dealt in this study. It is common practice to feel vacant position by recruiting potential applicants from different sources, although the practice of one organization differ from other organizations, this is due to different in the activities, missions and objectives. These researches was attempted to assessed the challenges of recruitment, selection, and placement practices of hosanna college of teacher's education.

1.2. Statement of the problem

Recruitment, selection and placement are key functions within any organization. The aim would be to ensure that the organization recruits and retains staffs that possess the necessary skills, attitudes and adaptability to enable the organization to meet its objectives (Bayer's Rue, 2004). Hosanna College of teacher's education is now operating in an environment which require efficient and quality of service that can bring satisfaction to the public. Because of this, the college of teacher's education 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. Most of previously conducted researches which related to this study, the researchers were not tried to address the challenge of recruitment, selection and placement practices, rather they were tried to address the effects of internal recruitment and selection practices on job satisfaction. Therefore, the point of investigations would be intended to make generally to study the Hosanna. Recruitment, selection and placement policies and procedures, selection methods practiced in college of teacher's education. In the organization, there are identifiable problems that hinder its operation. One of the problems is the recruitment and selection of staff that are not qualified or those that do not possess the requisite skills to deliver the required services and the lack of a clear HRM policy and strategy concerning applicants testing and assessment, procedures are sometimes implemented or alternatively ignored.

1.3. Research questions

The study was tried to address the following questions: -

- Does the college of teacher's education have recruitment, selection and placement policies which are parallel to organizational objectives?
- What are the major problems related to the activities of recruitment, selection and placement?
- What are the methods of recruitment and selection under taken by the Hosanna College of teacher's education on attract the desired candidates?

1.4. Objectives of the study

1.4.1. General objectives

The general objective of this study was analyzed the recruitment, selection and placement methods and problems practiced by the college of teacher's education.

1.4.2. Specific objectives

To identify the problems that is related to recruitment selection and placement with in Hossana College of teacher's education.

- ✓ To examine recruitment, selection and placement assess in Hossana College of teacher's education.
- ✓ To assess the methodused to evaluate candidate.

1.5. Scope of the study

This study was limited on assessing the challenges of recruitments, selection and placement practice only in Hossana College of teacher's education. Therefore, the population for the study was limited to challenges of recruitment selection and placement in Hossana College of teacher's education.

1.6. Limitation of the study

In doing the study, the researcher was faced the following problems. Such as unwillingness of the respondents to fill the questionnaire paper and miss understanding of questions by respondents and another problem are lack of reference material related with the study

1.7. Significance of the study

The Potential recruits who do have the access to the research paper, was attracted to the Hossana College of teacher's education, even to the extent of sending self- solicited application form. 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 technique.

1.8. Operational definition of the study

Recruitment: - is the process of searching for and obtaining sufficient number and quality of potential job seekers or applicants to enable the organization to select the most appropriate people to fill its job needs.

Selection: - is a process of gathering information for the purpose of evaluating and deciding who should be employed or hired for the short and long term interests of the individual and the organization. In other words, it is the process of getting the best of most qualified candidates from a pool of job seekers adjusted to have potential for job performance.

Placement: - is the act of putting something in a particular place. It is the act of finding an appropriate place for someone to live, work or learns.

1.9. Organization of the study

This paper is organized in to five chapters. The first chapter is about introduction part of the study which includes background of the study, the statement of the problem, objective of the study, significance of the study, scope of the study, organization of the paper and ethical consideration. The second chapter deals with review of literature. The third chapter is concerned with research methodologies includes research design, population and sampling, target population, sample size determination, data type and sources, instruments and collection procedure and method of data analysis. The fourth chapter deals with data analysis and interpretation and finally, the last chapter is concerned with conclusion and recommendation part.

CHAPTER TWO

2. Review of related literature

2.1. Introduction

The quality of human resources is a critical factor in the capacity of the government to deliver on its mandate. Human Resource Management (HRM) is critically important in that it ensures human capital is well managed and that all issues relating to this resource are effectively development, safety and wellness, employee motivation, communication, administrative support and training (Magijima, 2010:2). 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 dictate. This requires analytical and diagnostic skills from the planner who attempt traditionally to seek to calculate man power needs in the short, medium and long term.

“The 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.” [bantie. w2006]. According to John M. Ivancevich, (2004) the major human resource activities are: -

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

- Compensation
- Benefits and services
- Safety and health

2.2. The Historical Importance of Recruitment Selection and Placement

Unlike many other topics in the human resource Management are number of studies and considerable bodies of knowledge of recruitment, selection and placement, Review of the better known classic studies can help set the stage for traditional and modern thrones of recruitment, selection and placement. [wether and daveice (1993)].

The staffing process putting the right people in the right position at right time is one of the most critical tasks any organization faces. The quality of the work per formed can be only as high as the capabilities of the people performing it. The Three initial stages in the staffing process of an organization are recruitment, selection and placemat.

2.3. Recruitment

Recruitment is the process of generating a pool of capable candidates applying to an organization for employment (Gold, 2007). This suggests that applicants with experience and qualifications most closely related to job specifications may eventually be selected. Organizations become concerned when the cost of a mistake in recruitment is high. According to Armstrong (2006), the aim is to obtain, at a minimum cost, the number of suitable and qualified candidates to satisfy the needs of the organization. The organization attracts candidates by means of identifying, evaluating and using the most appropriate sources of applicants. El-Kot and Leat (2008), observation is that recruitment begins with advertising existing vacancies.

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 H. johnberardin, 2003 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.

2.4. 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 Bayars Rue, (2004) 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 Bantie (2006).

2.5. 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.” [johnM.ivancevich , 2004].

According to Dr.karampal and Professor H.lverma, (2009) 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.

A. Job Posting:

Job posting is an open invitation to all employees in an organization to apply for the vacant position. It provides an equal opportunity to all employees currently working in the organization. Today it has become a very common practice in many organizations across the world. Under this, vacancy announcement is made through bulletin boards or in lists available to all employees. Interested employees, then apply for the post being advertised. In this way, it has become one of the cost saving techniques of recruitment (Keshav, 2013).

B. 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).

C. Performance:

Internal recruitment might offer cost saving in the human resource management process because of the record of performance available to recruiters. An internal candidate has developed a record of accomplishment of performance during employment that provides the most accurate assessment of her on the job professional skills and experience. If the company conducts formal performance reviews, the employee performance and goal-setting information will give valuable insight to recruiters when assessing internal candidates (Keshav, 2013).

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 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.

2.6. 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 Dr.karampal and Professor H.L verma t (2009) 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 Bayars Rue (2004) are school and college recruiting, advertising employee exchange, employment agencies, unsolicited applicants or walk-ins or write-ins.

A. Advertisement: is the most common form of external sources of recruitment. Organizations advertise vacant position on both electronic print and media to access a larger pool of applicants. As cited by Nel et al. (2009:226), an advertisement has communication as its basic underlying

principle and it should be worded in a manner that triggers responses from job seekers.

B. Labor Offices: are sources of certain types of workers. In some industries, such as construction, unions have traditionally supplied workers to employers. A labor pool is generally available through a union, and workers can be dispatched to particular jobs to meet the needs of the employers. In some instances, the union can control or influence recruiting and staffing needs. An organization with a strong union may have less flexibility than a nonunion company in deciding who will be hired and where that person will be placed. Unions also can work to an employer's advantage through cooperative staffing programs, as they do in the building and printing industries (Keshav, 2013).

C. Employment Agencies: Employment agencies, sometimes referred to as labor brokers, even though they can face criticism from labor unions in Ghana, tend to be fast and efficient in recruiting applicants for specialized positions. For a fee collected from either the employee or the employer, usually the employer, these agencies do some preliminary screening for the organization and put that organization in touch with applicants. Private employment agencies differ considerably in the level of service, costs, policies, and types of applicants they provide. Employers can reduce the range of possible problems from these sources by giving a precise definition of the position to be filled (Sims, 2002).

D. E-Recruitment: uses web-based tools such as a firm's public site or its own intranet to recruit staff. The processes of e-recruitment consist of attracting, screening and tracking applicants, selecting, and offering jobs or rejecting candidates. Cappelli (2001), has estimated it that it costs only about one-twentieth, as much to hire someone online. The internet has become a way for employers to display company image and advantages over competitors (Rotella, 2000). Many internet users know the difficulty, frustration and inefficiencies of sorting through information to find applicable and useful material. However, many companies find it difficult to integrate the Internet with their existing systems (Brake & Lawrence 2000).

Advantage and disadvantage of external

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

Problem in recruitment practice

1. Attracting the right candidates

If you have ever tried to discover the right candidate in a pool full of unqualified talent, you will know that your options are limited. You will choose the best person you can find at the time not the best fit for the job. But it's not always about the number of candidates who apply; the best way to hire the right people is often from a smaller pipeline of more qualified talent.

2. Engaging qualified candidates

Good candidates are often contacted regularly by recruiters, making it harder for your own email to stand out. In addition, candidates with hard-to-find skills are often considering several job offers at the same time. You need to put extra effort into persuading passive candidates to choose your company over your competitors.

3. Hiring fast

Hiring teams want to hire as fast as possible, because vacant positions cost money and delay operations. Yet, depending on your industry, making a hire can take several months putting pressure on recruiters and frustrating hiring teams. A long time to hire may be a byproduct of a shortage of qualified candidates. The hiring process may be too long or hiring teams might struggle to reach a consensus, resulting in the best candidates finding jobs elsewhere.

4. Using data-driven recruitment

Companies can use recruitment data and metrics to constantly improve their recruiting process and make more informed decisions. But collecting and processing data can be a hassle. Spreadsheets are one way to track hiring data but they require manual work, are prone to human error—and they are not compliant. This makes it hard to track data and trends accurately. Hiring teams need ways to compile and organize data in an efficient and streamlined.

5. Ensuring a good candidate experience

Candidate experience is not only important for employer branding, but it's also a factor when your best candidates are evaluating your job offers. The way you treat candidates during the hiring process mirrors the way you'll treat them after hiring. If they had a bad experience, they're less likely to accept. Conversely, positive candidate experiences can enhance your employer brand and encourage good candidates to apply and accept your job offers.

2.7. 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.” [H.Johnbernardin, 2003].

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.

Selection is the process of choosing from among available applicants the individual who are more

likely to successfully perform a job. The objective of selection process is to choose the individual who can successfully perform the job from the pool of qualified candidates. Job analysis, human resources planning and recruitment are necessary pre requests to the selection process. A break down in any of this process can make even the best selection system in effective. [Bayar's Rue, 2004]

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 unable to produce the expected amount and quality of work can cost an organization a great deal of money and time.

2.7.1. 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].

According to John M. Ivancevich [2004] 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:

A. Screening

Screening, popularly known as short listing, is the first step after the recruitment process is completed and applications received. In this step, all the applications received by the due date are screened and those that do not correspond to the requirements stipulated in the advertisement are immediately eliminated in this step. As Cuming (1994) and Nel et al. (2009), caution, selection panels have to be careful not to discriminate against applicants with potential. Their decisions

should be guided by short-listing criteria that is developed against the job requirements stipulated in the advertisements. Furthermore, they need to ensure that enough time is set aside for short-listing.

Selection tests

Selection tests are often used as part of a selection procedure for occupations where a large number of recruits are required, and where it is not possible to rely entirely on examination results or information about previous experience as the basis for predicting future performance. Tests usually form part of an assessment center procedure. Intelligence tests are particularly helpful in situations where intelligence is a key factor, but there is no other reliable method of measuring it. Aptitude and attainment tests are most useful for jobs where specific and measurable skills are required, such as typing or computer programming. Personality tests are potentially of greatest value in jobs such as selling where „personality“ is important, and where it is not too difficult to obtain quantifiable criteria for validation purposes.

It is essential to evaluate all tests by comparing the results at the interview stage with later achievements. To be statistically significant, these evaluations should be carried out over a reasonable period and cover as large a number of candidates as possible. In some situations, a Battery of tests may be used, including various types of intelligence, aptitude and personality tests. These may be a standard battery supplied by a test agency, or a custom-built battery may be developed. The biggest pitfall to avoid is adding extra tests just for the sake of it, without Ensuring that they make a proper contribution to the success of the predictions for which the Battery is being used (Philipo, 2008).

C. Reference & background check

Usually advertisements require that applicants provide the names and contact details of people who can serve as referees to them in case their applications are considered. Reference checks are used to verify the information that is supplied by applicant and are usually done Telephonically. Although most referees are reluctant to respond to certain questions (Mathis and Jackson, 2006), reference checks can be used to gather as much information that will be Used in deciding whether to appoint or decline to appoint the applicants.

References provide the organization with other people's perceptions of the candidate's professional ability. The company should contact the candidate's previous employers and colleagues. Questions to ask references might address the candidate's creativity and initiative. This is mostly the reason why conditional job offers are given in order to check the authenticity of what the candidate provided on the application form (Snell and Bohlander, 2010).

References are one of the more popular and „traditional“ tools in the selection process. However, the validity and reliability of references has been questioned, particularly with respect to their unstructured and often ambivalent nature (Heraty and Morley, 1998).

D. Interview

Interviews are virtually used by all organizations for selection purposes. In support of this, Newell and Tansley (2001), indicate that interviews are by far the most widely used personnel selection procedure. With the use of interviews, managers of organizations get an opportunity to meet the applicants directly. The interview also provides the applicants with an opportunity to also learn more about the public institution. The purpose of the selection interview is to gather as much information and to use such information to arrive at a selection decision (Redman & Wilkinson, 2001:31).

During the interview, panel members (interviewers) normally pose questions to which the interviewee is expected to respond. Responses to the questions are often captured by means of scores as determined by the interviewers. 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).

E. Physical Examination

Applicants are often expected to undergo test(s) to determine if they are fit to perform the job, should they be appointed. The most common example of the employment tests that applicants often undergo is a medical examination. Medical examination, also referred to as preplacement medical testing, is conducted only where the applicants are required to use physical strength to successfully perform their duties (Mathis and Jackson, 2006).

Problem in selection practice

1. Skill

One of the easiest way to sift through candidates is through their skillset. Can they do the job and can they do it efficiently? Skill can be easy to measure based on the facts in front of you (resume, cover letter and interview). It is true that some tend to fabricate or “stretch” their experience so a solid approach to confirm skills is to contact previous employers and verify if the skills communicated match up with what the previous employer(s) saw. Of course if the candidate lacks experience they should communicate and express a desire to learn and pick up those skills.

2. Personality

Depending on the culture of your organization, you will be looking for a certain fit. You will want to make sure that the successful candidate will fit in and be a team player. Or perhaps you are looking for leadership qualities, so in the interview you should be asking questions to learn more about the personality of the candidate and if they can be a long term fir for your team.

3. Desire

While you may not be looking for a candidate that is a little too passionate (if you know what we mean), desire on its own can sometimes help to overlook a lack of skill in the candidate. Drive and passion can help people be just as successful as skill and experience. Many people have a strong desire to succeed, but do not necessarily have the skillset to do so. The opposite can also true where a lack of desire can have a negative impact on even the most skilled individual. When screening applicants, you should work to determine if the drive being displayed from your potential new hire, meets your requirements or expectations.

4. Attitude

This can be an easy red flag. It is one thing to be passionate and a go-getter, but if the candidate displays an arrogant or overconfident attitude you may want to reconsider if they are a right fit. On the flipside if the candidate lacks confidence, or appears to be too much of a “free spirit” you might want to determine if that is a result of nerves during the interview and if they are serious

about joining your organization. Focus on the job description of the position and where and who the candidate will be interacting with on a regular basis. Of course you will want candidates with a positive “Can Do” attitude but sometimes it takes people a bit to come out of their shell.

5. Communicate Clear Expectations

Too many times, people are just hired to fill the position being advertised. Any time your organization is in recruiting or hiring mode, you have an opportunity to revisit what that position beholds and what it should be. Having a clearly defined job description and communicating it during the interview process is a great way to determine if the candidate is truly a fit for your organization. Communicating clear expectations will allow you and the candidate to decide whether there is a match or not. Factor in things like: Are they looking for short-term vs. a long-term commitment? Is the position what the client is looking for Does the candidate understand the role and responsibilities While a recruiting agency such as Aspire can help you with shortlisting your candidates, you are still going to have to make the final decision between the final options. Using the factors above you can determine who might be the best fit for your team. Keeping in mind that best fit may mean immediate relief fit or best long-term fit. Strategically choose the candidates that checks off the most of your boxes that has the most potential and that can have a direct impact on your organization, your team and ultimately your bottom line. Are you an employer looking to add to your team and require some recruiting assistance? Contact Aspire Recruitment Solutions at 778-484-0161. Aspire Recruitment Solutions is the leading human resource solution and employment agency provider to clients in Kelowna, Vernon, Kamloops, Northern BC and Alberta. We connect great employers with the best candidates every day.

2.8. Orientation /Placement/ Socializing employees.

The introduction of new employees to the organization, their work units, and their jobs. Employees receive orientation form their coworkers, and form the organization. The orientation received form coworkers are usually unplanned and unofficial, and it often provides the new employees with misleading and inaccurate information. This is one of the reasons the official orientation provided 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 or 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 selection 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.

1. Organizational orientation: - presents topics of relevance and interest to all employees.
2. Departmental and job orientation: - describes topics that are unique to the new 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 manager 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.

Problem in placement

1 . Knowledge, skill, and ability

This factor measures the scope of knowledge required for job success. Consideration is given to the nature and extent of information and facts that employees must understand about procedures, practices, theories, principles, and concepts. This factor also measures specific functional/discipline-related skills applied in the execution of the essential responsibilities of the job. Ability, as referenced in this factor, measures the required capacity to apply knowledge and skills. This factor covers the nature, variety, and intricacy of tasks, steps, processes, or methods in the work performed; the difficulty of identifying what needs to be done; and the difficulty and originality involved in performing the work.[The application of knowledge, skills or ability is not described in terms of specific number of years of formal education or training because often there is notable variation in the background of people who are successful incumbents for the same job classification. Experience demonstrates there are many ways to gain the knowledge, skills or ability required for the job; it is the amount and type of information being measured, not its source.]

2. Decision making

This factor measures the degree to which judgments and analysis of alternative courses of action must be exercised in the normal activities of the job and the frequency with which these decisions are made. It appraises the extent to which the jobholder makes independent decisions or is called upon to make recommendations that directly influence the decisions made by others.

3. Problem solving

This factor measures the degree to which judgments and analyses must be performed in the investigation of problems. Also, this factor measures whether problem solving occurs from known areas of experience or practice, or from areas for which there is no precedent or experience. This covers the extent to which problem solving is referred to others, whether superiors or peers.

Interactions

This factor measures the nature and frequency of interpersonal relationships required of the job.

It appraises the extent to which the job requires cooperation and tact in working with or influencing others.

5. Nature of supervision

This factor measures independence of action and nature of supervision (direct and indirect) exercised or received. Attention should be given to the degree of planning, organizing, staffing, and direction exercised by the job. (Relates primarily to the supervision of regular staff)

6. Impacts

This factor measures the scope and effect of one's actions, decisions and/or errors that occur in the normal course of performing job responsibilities. This is measured by financial, capital and/or human implications.

2.9. Theoretical review

This study based on theory of resource based view which state that sustainable competitive advantage is achievable when organizations have human resource pool which cannot be imitated or substituted by competitors (barney 1991).

Resource based theory also entails that college should constantly evaluate their employees to ensure that they have the right people with the right skills in right places to the ensure sustained competitive advantage college should be make –up for the shortfall by employing appropriate requirement, selection and placement criteria (barney ,2001).

2.10. Empirical Review

A study made by professor WorkuNegash (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 researcher adopted the quantitative and qualitative approaches; the data was collected by using questionnaires and semi- structured interviews using convenience sampling. 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. Mavis, conducted a study on "employee recruitment and selection practices in the construction industry in Ashanti region". The study used a cross sectional survey design for data collection and ANALYSIS. This study revealed that the recruitment and selection practice of firms has a relationship with their performances. Through the analysis on the related literatures and comparison made with the theoretical discussion we can understand the following. The researches show the prevalent gap between theoretical discussions in recruitment and selection and the practical aspect.

1. The existence of common problems in recruitment and selection area includes
 - ✓ Lack of skilled man power
 - ✓ Minimal management attention for the function
2. The researchers; to enhance efficient and effective recruitment, selection and placement, suggests viable recommendations, which includes
 - ✓ The need for employment of skilled man power in the area
 - ✓ The importance of substantial management attention for the effective and efficient recruitment, selection and placement.

2.11. Conceptual framework

Recruitment, selection and placement all three is necessary in order to have a significant impact in achieving organizational objectives. (Ahluwalia, et.al 2001). As presented below in Figure 2.1, these three outcomes are sequentially related and yet influence by distinct dimensions. Factors related to the external environment directly affect the ability of the organization to recruit a favorable pool of candidates for a job. The nature of the work is a category of issues that affect the ability of managers and supervisors to select qualified staff. In addition, retention of competent and committed employees is influenced by the organizations' climate and supervisory characteristics. Individual worker characteristics influence all three outcomes: recruitment, selection and placement.

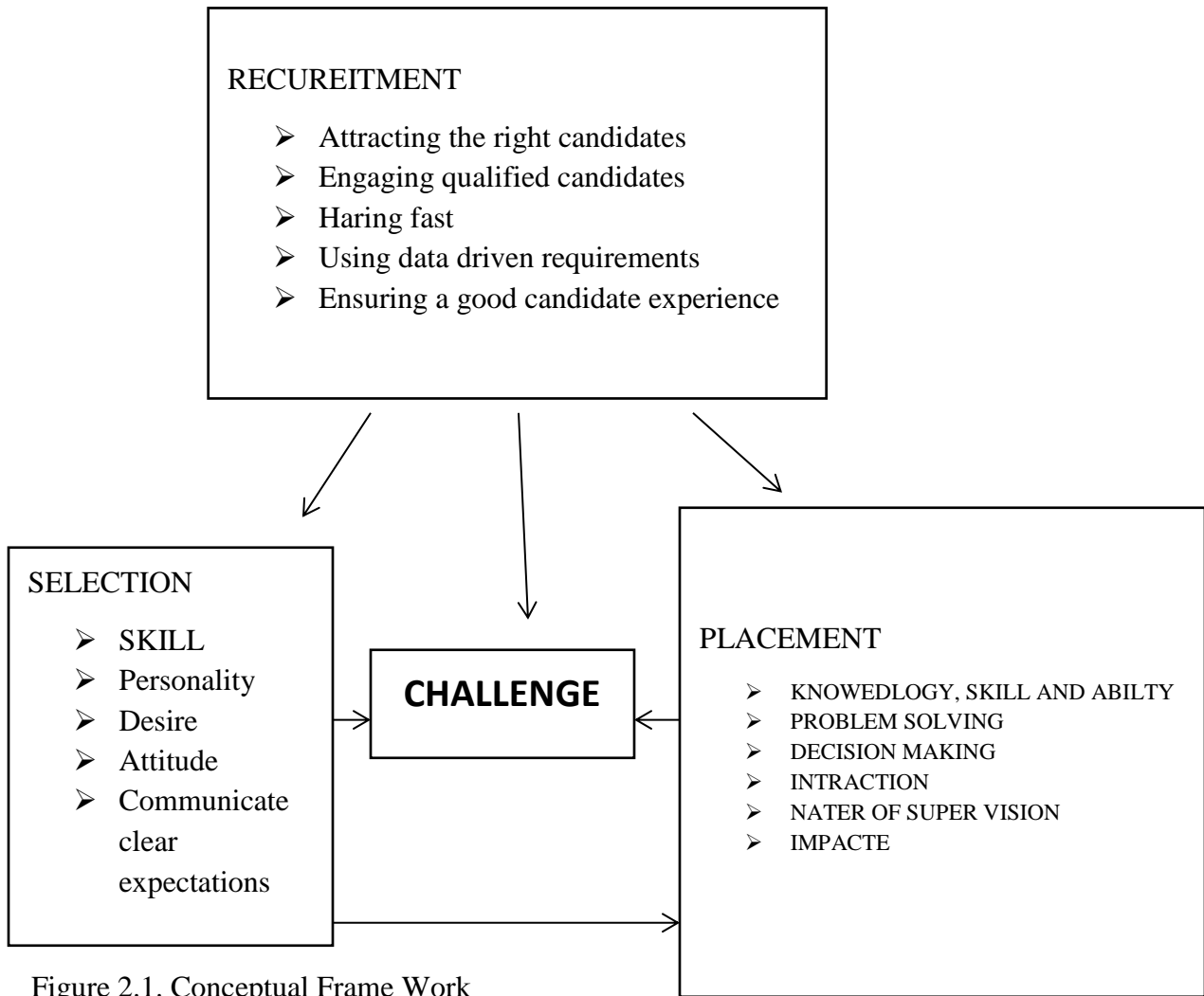


Figure 2.1. Conceptual Frame Work

CHAPTER THREE

3. Methodology

3.1. Research Design and Approach

The researcher uses descriptive type research design and try to describe the state of affairs as it exists at present.

3.2. Population and sampling

3.2.1. Target population

The target populations of the study are all employees of Hosanna College of teacher's education numbered 118.

3.2.2. Sample size

The researcher has selected 62 employees as a sample randomly by considering them as enough to represent the total population and to assess the problem and obtained necessary information. The sample size is determined by using Yamane's formula (1967)

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

Where, N = target population (118)

n = sample size

e = margin of error

Let, the level of confidence is 95%

so, $e=100\%-95\%=5\%$

Margin of error (e) is 5%

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

= $118/1+118(0.05)^2 = 62$ Therefore, the sample size (n) is 62

3.2.3. Sampling techniques

The researcher used probability sampling technique from this simple random sampling employed for employees of Hosanna College of teacher education. The reason for using simple random sampling technique is to give equal chance for the total population to be selected as a sample and avoid biases and also the researcher used census for the human resources officer. Because of the human resource officers are very small in number.

3.3. Data Type, source and methods of analysis

3.3.1. Data type and source

The researcher used both primary and secondary source of data and also the researcher used qualitative and quantitative type of data in order to achieve the objective of the study.

3.3.2. Method of data collection

The researcher used both primary and secondary data. Primary data collected through questionnaire (open ended and closed ended). Open ended questions given to respondents an opportunity to express their feelings and opinion by their own words as they want. Closed ended questions used to determine the option of different respondents. The secondary data collected from different written materials and documents.

3.3.3. Methods of data analysis and interpretation

The researcher analyzed the data based on descriptive analysis techniques such as table and percentage. This format used to facilitate the process of data comparison summation, detection of errors and omission.

CHAPTER FOUR

4. DATA PRESENTATION AND ANALYSIS

4.1. Introduction

In this section data collected from Hossana College of teacher's education employees through self-administered questionnaire are presented and analyzed.

Table 4.1. Man power distribution by age, sex, educational level and work experience

Item		Respondents				Total	
		Employees		Human resource officers			
		Frequency	%	Frequency	%	Frequency	%
1.Sex	Male	34	75.6	4	80	38	76
	Female	11	24.4	1	20	12	24
	Total	45	100	5	100	50	100
2.Age	18-25 y	5	11.1	0	0	5	10
	26-35 y	21	46.7	1	20	22	44
	36-45 y	16	35.6	4	80	20	40
	46-55y	3	6.6	0	0	3	6
	>56 years	0	0	0	0	0	0
	Total	45	100	5	100	50	100

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

tried to assess the man power distribution of the college by sex, age, educational level and work experience.

Item number “1” table 1 shows the distribution of hossana teachers college employees by sex. According to the response 38(76%) of the sample population are males and 12(24%) of the sample population are females. The inference of this data is that college employees are male dominated. However, the employment policy of the college 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 college are male dominated.

Item number ‘2’ of table 1 indicates the age distribution of employees in the college. Out of the total sample population 5(10%) are 18- 25 years of age, 22(44%) of them are between 26-35 years old, 20(40%) of them are between 36-45 years old, 3(6%) are between 46-55 years old and none is greater than or equal to 56 years of age. From this data we can infer that the college employees are almost young and middle aged, because 47(94%) of the employees are found between 25 and 45 years of age.

Item	Respondents			Human resources		Total	
		Frequency	%		%	Frequency	%
3. Educational Status	12 Completed	3	6.7	0	0	3	6
	Diploma	7	15.6	0	0	7	14
	Degree	25	55.6	3	60	28	56
	master	10	22.2	2	40	12	24
	Total	45	100	5	100	50	100
4. work experience	1 years	5	11.1	0	0	5	10
	2-4 years	21	46.7	1	20	22	44
	5-7 years	16	35.6	4	80	20	40
	Above 8 years	3	6.6	0	0	3	6
	Total	45	100	5	100	50	100

Source: own survey, (2019)

Employees mostly need to be qualified and experienced. Among the many qualifications required, educational level is the most important one. The college employees are qualified with different educational levels as it shown in item '3' of table 1. Out of the total sample population 3(6%) is 12 completed, 7(14%) diploma, 25(56%) are degree, and 10(24%) are masters, from this data we can deduce that most of the positions in the college are located (occupied) by first degree level educated employees and about 84% of them are college graduate.

Item number 4 of table 1 indicates work experience of employees in the college. Out of the total sample population 5(10%) are work 1 year, 22(44%) of them are work 2-4 years, of them work 5-

7 years, 20(40%), of them are work above 8 years 3(6). From this data we can infer that the college employees are the most experience

Part two Basic Research Questionnaires requirement

Table 4.2. Show data about requirement

2. Show data about requirement

Items	Respondents					
	Employees		Human resource officers		Total	
	Frequency	%	Frequency	%	Frequency	%
1. Do you have any formal policy for the requirement of employees?						
A. Yes	39	86.7	2	40	41	87
B. No	6	13.3	3	60	9	13
Total	45	100	5	100	50	100
2. Are job vacancies made open to the public?						
A. Yes	18	40	1	20	19	40
B. No	27	60	4	80	31	60
Total	45	100	5	100	50	100

According to table 2, item 1, Hosanna College of teacher's education staffing policy of requirement, most respondents 41(87%) of them said that no, and the remaining 9 (13%) of them respondents yes. Generally, most of the responders said that 'no' because of these the college hasn't formal policies for employee's job vacation.

As table 2, item 2, point out from the total respondents 31(60%) of them answered that yes, and the remaining 19(40%) said no, therefore most respondents respect job vacancies are announced to the people. According to Hosanna College of teacher's education 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 college considers some of these methods to reach the desired candidates. In support of Bayars Rue, (2004) 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.

Table 4.3 Means of job vacancies announcement

3. How are job vacancies announced to employees?	Respondent					
	Employee		human resources officer			
	Frequency	%	Frequency	%	Total	%
A. Through the radio	2	4.4	0	0	2	4
B. By television	0	0	0	0	0	0
C. News paper	4	8.9	2	40	6	48
D. Notes board	39	86.7	3	60	42	48
E. Other specify	0	0	0	0	0	0
Total	45	100	5	100	50	100

As table “3” item number 3, points out from the total sample population 2(4%) found out about the job vacancy in radio, none of them from television, 6(48%) from newspaper and 42(48%) of the employees from notice board. The college advertisement technique is restricted only to advertisement in the notice board for external recruitment and internal notice board for internal recruitment and newspaper (Addis zaman) and also radio Perhaps the majority people seeking employment know that they can refer to this particular notice board to learn about job vacancies and sometime use radio and newspaper (Addiszamen) but the college 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 the college uses other advertising instruments like newspapers, magazines and other printed materials in order to minimize this electronic media cost of annunciation. Often an organization must take a more active and sound recruitment role. Some of the mean of finding suitable candidates according to Bayars Rue (2004) are school and college recruiting, advertising employee exchange, employment agencies, unsolicited applicants or walk-ins or write-ins.

Table4. 4 Human resources and aspect to get employee

Item	RESPONDENTS					
	Employee		Human resources		TOTAL	
	Frequency	%	Frequency	%	Frequency	%
4. Which aspects need greater concern when it wants to get employees for vacant job?						
A. To get applicants as fast as possible	12	26.6	0	0	12	24
B. To decrease cost of recruitment	9	20	0	0	9	18
C. To get as much applicants as possible	18	40	2	40	20	40
D. Equal weight to all factors	6	13.4	3	60	9	18
Total	45	100	5	100	50	100

5. How do you see the human resource officer's performance up on requirement?						
A. Very good	9	0	2	40	11	22
B. Good	19	42.2	1	20	20	40
C. Fair	12	26.7	2	40	14	28
D. Poor	3	6.7	0	0	3	6
E. Very poor	2	4.4	0	0	2	4
Total	45	100 %	5	100	50	100

Source: own survey, (2019)

The college considers different factors to get applicants for vacant jobs. Some of the factors are presented in table 4 of item "4". According to the finding 12(24%) of the respondents replied that getting applicants as much as possible is more important than any of the factor, 9(18%) relied all factors are considered equally important. These ratios confirm to us that mostly the college will take all the points indicated in to account. However, it doesn't mean the college is making the advantage of all factors. If the company conducts formal performance reviews, the employee performance and goal-setting information will give valuable insight to recruiters when assessing internal candidates (Keshav, 2013).

There may be a need to analyze each and every factor separately. Because taking all factors at the sometime might end up with having inefficient work force. For instance, if we need to get immediate response with low cost, it is hardly possible to find qualified employee everywhere with less cost and to have skilled man power in an organization the role of human resource officers is

significant. So there should be a well-organized member of human resource officers with required ability.

Item number “5” of table4 of give us some information about the human resource officers ‘performance of the college. Accordingly, 9(20%) of the respondents replied that the human resource officer performance is very good, 11(22%) replied as good, 20(40%) replaced as faire, 14(28%) replaces poor and 3(6%) of the respondents replied that the human resource officer’s performance is very poor. This percentage (ratio) leads us to the conclusion that the college’s performance is good and Human Resource Management (HRM) is critically important in that it ensures human capital is well managed and that all issues relating to this resource are effectively development, safety and wellness, employee motivation, communication, administrative support and training (Magijima, 2010:2).

Part three: - Basic Research Questionnaires on selection

Table 4.5. Employment selection, methods of selection, employee’s interview and major factors

Items	Respondents					
	Employees		Human resources offices			
					Total	
	Frequency	%	Frequency	%	Frequency	%
1. Are employment application forms used to be filled by each applicant?						
A. Yes	26	57.8	1	20	27	54
B. No	19	42.2	4	80	23	46

Total	45	100	5	100	50	100
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Table 4.5, Item number “1” shows from according to the employee’s application forms 27(54%) are yes and 23(46) are no therefore, most resonate or employees are in our collage application form is filled each employees. Generally, the above table the researcher is concludes that teachers collage use evaluated performance application form is preferable.

Table 4.6 Selection method

2. Which selection methods item	Respondent					
	Employees frequency	%	Human resource officer	%	Total frequency	%
did you go through when having applied for job?						
A. Personal interview	37	82.2	4	80	41	82
B. group interview	0	0	0	0	0	0
C. Reference check	3	6.7	0	0	3	6
D. Written tests	5	11.1	1	20	6	12
Total	45	100	5	100	50	100

3. Are the organization asks the applicant none job related questions for interview and written exam?						
A. Yes	38	84.4	2	40	40	80
B. No	7	15.6	3	60	10	20
Total	45	100	5	100	50	100

According to the finding in table 4.6 41(82%) of the respondents replied that applied a job to evaluate based interview, none of them are group interview 3(6%) of the respondents replied that evaluate methods are references check and 6(12%) of the respondents are replied that write test. there for to be conclude this teacher's college are selected skilled employees personal interview is preparing than other method's and thus 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].

Item number "3" in table 4.6, shows evaluation criteria to select present employees. Respondents were asked to identify which of the listed points given more emphasis. Accordingly, out of the total sample population 40(80%) of respondent replied yes more emphasis, 10(20%) replied that no. generally, many of the respondents says that in our collage asked as applicants none job related questions for interview and write exams. During the interview, panel members (interviewers) normally pose questions to which the interviewee is expected to respond. Responses to the questions are often captured by means of scores as determined the interviewers. The applicant that obtains the highest score is recommended for appointment (Wilkinson, 2001:32).

Table 4.7 factor affecting employee selection

Items	Respondent					
	Respondent Employee		Human Officers		TOTAL	
		%	frequency	%		%
4. What are the major factors that affect selection of new employees in your college?						
A. Evaluate based on most recent performance	18	40	1	20	19	38
B. Discrimination	20	44.4	2	40	22	44
C. Evaluate all in one direction	7	15.6	2	40	9	18
D. If other, place specify	0	0	0	0	0	0
Total	45	100	5	100	50	100

source: own survey, (2019)

Table4.7, item number 4, indicates what problem is existed in the collage. From the total respondents 19(38%) side the collage evaluate its employee based on most recent performance, 10(20%) replied there were discrimination in the collage, and 9(18%) replayed evaluated all in one direction have been existed in their collage. From the above data the researcher concluded that in the collage there have been some problems such as unfair evaluation and evaluated based on most recent performance. But the main problem of the collage is unfair evaluation and discrimination. While the biggest pitfall to avoid is adding extra tests just for the sake of it, without Ensuring that

they make a proper contribution to the success of the predictions for which the Battery is being used (Philipo, 2008).

Part four: - Basic Research Questionnaires related to placement

Table 4.8. Evaluation of the college employment process policy

Items	Respon dents		Human resource office		Total	
	Freque ncy	%	Frequenc y	%	Freque ncy	%
1. How do you feel about placement system of the college?						
A. Very good	12	26.7	1	20	13	26
B. Good	17	37.8	0	0	17	34
C. Fair	8	17.8	1	20	9	18
D. Poor	6	13.3	3	60	9	18
E. Very poor	2	4.4	0	0	2	4
Total	45	100	5	100	50	100
2. Have you obtain information of your placement result on time?						
A. Yes	18	40	2	40	20	40
B. No	27	60	3	60	30	60
Total	45	100	5	100	50	100
3. Is there any problem of implementation placement of employees in your college?						

A. Yes	25	55.6	4	80	29	58
B. No	20	44.4	1	20	21	42
Total	45	100	5	100	50	100
4. The way introduce about your job immediately after you were selected is?						
A. Very good	6	0	0	0	6	12
B. Good	16	35.6	2	40	18	36
C. Fair	21	46.7	2	40	23	46
D. Poor	2	4.4	1	20	3	6
E. Very poor	0	0	0	0	0	0
Total	45	100	5	100	50	100

5. Do you think that the right person has placed on the right position based the job demand in the college?	ITEMI S	RESPO NDENT S FERQU NCY	%	HR OFFC ERS	TOTA L	%
A.yes	19	42.2	4	80	23	46
B. No	26	57.8	1	20	27	54
Total	45	100	5	100	50	100
6. Once hired were you give in orientation about the college policy, departments and your roles and responsibilities in the job?						
A. Yes	20	44.4			20	48
B. No	25	55.6			25	52
Total	45	100			45	100
7. If your answer item “6” is “yes” who give you the orientation?						
A. your immediate supervisor	26	57.8	-	-	26	57.8
B. human resource Department	19	42.2	-	-	19	42.2

C. Other specify	0	0	-	-	0	0
Total	45	100	-	-	45	100

Source: own survey, (2019)

Item number “1” table 4.8 show feel employees about placement system of the collage. Respondents were asked to identify which of the listed points given more emphasis. Accordingly, out of the total sample population 13(26%) of the respondent replied that they feel about placement system in the collage is very good, 17(34%) of them replied as good, 9(18%) of them replied as fair, 9(18%) of them replied as poor, 2(4%) of the respondents are replied that they feel about placement system is very poor. Generally, this percentage leads as to the conclusion that the collage’s placement system is good and these Placement is the introduction of new employees to the organization, their work units, and their jobs.

Item number “2” table 4.8 shows obtaining information about placement result. According to the respondents 29(58%) said that yes and the remaining 21(42%) said no. therefore most of the respondents are in hosanna teachers collage obtain information about placement result on time. Generally, in the above table, the researcher concludes that hosanna teachers collage have do not obtained information about placement on time.

According to item number “3” table 4.8 shows from the total respondent 6(12%) of them replied no, and 23(46%) replied yes. therefore, most employees respect that implementation placement problem in the collage have problem.

Item number “4” of table 4.8 give as some information about ways of introduction to select the best job of the collage. Accordingly, 6(12%) of the respondents replied that the ways of introduction to select immediately is very good, 23(46%) replied as fair 18(36%) replied as good,

and 3(6%) replied poor. This ratio leads us to the conclusion that the college ways of immediately select is good.

Item number “5” table 4.8 discloses that from the total sample population 23(46%) replied the right person has placed on the right position, 27(54%) of the respondents replied that misplacement of the right person on the right position.

Item number “6” table 4.8 discloses that from the total sample population 20(48%) admit they were given orientation and 25(52%) claim they were not given an orientation at all. From those who had been given orientation 26(57.8%) explain that the orientation was given to them by their immediate supervisor, 19(42.2%) by human resource department according to item

number “7” table 4.8. Those who claim they were not given orientation about the organization’s policy, departments and their roles and responsibilities cover large percentage.

Even the colleges 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 college 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.

Part five; open ended questionnaires

What major problems do you see in recruitment, selection and placement practice in the collage?
Most respondent replied that the problem of recruitment, selection and placement in the collages are;

- Most of the time the employee cannot work based on his/her profession.
- A recruitment, selection and placement practice is not applied effectively.
- Not gating experienced applicants
- Unable to announce vacancy to employees in newspaper, television or radio.
- The problem of attracting experienced employees from other collage.
- Not identify the skill man power
- Organization required cost minimization the employee. Generally, the researcher concludes that in recruitment, selection and placement practice in the collage have many problems, then the above problems to give some remedy are;
 - It should be give appropriate training for employee and the organization should be motivating the employee.
 - Give awareness the society about corruption and biases
 - To know the skillful man power
 - Announce all job vacancies using the above mentioned communication Medias.
Example, television, radio, newspaper.

- To use fair selection and fair working process.
- To developed the skill of human resource management. Generally, the above remedies are to minimize the collages problem.

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.

Based on the analysis result, the following conclusions are drawn;

- The employees of Hosanna College of teacher's education are male dominated.
 - The employees of Hosanna College of teacher's education are almost young and middle aged. Therefore, the colleges have a potential and powerful workforce who can save the organizations for a long period of time.
 - Hosanna college of teacher's education employees are mostly need to be qualified and experienced with different educational levels.
 - The college have formal policy for recruitment of employees.
 - The organization job vacancies aren't open to public mostly.
 - Most of the colleges job vacancies are announced to employees through notice board.
 - The performance of the human resource officers is very good.
 - The college use personal interview method for the selection process.
 - The college asks none job related questions for interview and written
 - They obtain information about placement result not on time.
 - The way the employee introduced about their placement immediately after they selected were good.
 - The colleges placing the right person with the right position based on the job demand is not appropriate.
 - The college give orientation about the colleges policy, departments and employees role and responsibilities in the job ones hired the employees.
- The orientation in the college given by immediate supervisor.

5.2. Recommendations

Based on the study result, the following recommendations are forwarded;

To increase the awareness of potential applicants the teacher's college 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 exam and personnel bias of interviews for selection criteria, the college should also look other criteria like experience and actual work performance ability of employees to recruit and select existing employees.
- They obtain information about placement result not on time so the college must address the result on time to the employee to increase their creativity skill.
- The organization job vacancies aren't open to public mostly the job vacancy must open to the public to gain an experienced employee through different means from the public.
- To improve the performance of human resource officers the college should have to reorganize its human resource officer members.
- Some of these could be summarized as follows:
 - The college 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 college are qualified with first degree level of education.
 - The college looked existing employees to fill vacant position before going to outside sources. This encourages existing employees to work hard and achieve the stated objectives.

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APPENDIX

WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Research Questionnaires filled by human resource officers and employees of Hosanna college of teacher's education.

The purpose of this study is to assess the general recruitment, selection and placement practice in the college 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.

Part one; Demographic information of the respondents

- **Sex:** Male Female
- **Age:** 18- 25 years 26-35 years
36-45 years 46-55 years 56 and above
- **Level of Education**
 - Grade 12 completed
 - Diploma
 - Degree
 - Master

Part three: - Basic Research Questionnaires on selection

1. Are employment application forms used to be filled by each applicant?

A. Yes B. No

2. Which selection methods did you go through when having applied for a job?

A. Personal Interview B. Group Interview

C. Reference Check D. Written Tests

3. Are the organization asks the applicant none job related question for interview and written exam?

A. Yes B. No

4. What are the major factors that affect selection of new employs in your college?

A. Evaluate Based On Most Recent Performance

B. Discrimination

C. Evaluate all in one direction

D. If other, place specify

Part four: - Basic Research Questionnaires related to placement

1. How do you feel about placement system of the collage?

A. Very Good B. Good

C. Fair D. Poor

E. Very poor

2. Have you obtained information of your placement result on time?

A. Yes B. No

3. Is there any problem of implementation of placement of employees in your collage?

A. Yes B. No

4. The way you introduce about your job immediately after you were selected is?

- A. Very Good B. Good C. Fair D. Poor
E. Very Poor

5. Do you think that the right person has placed on the right position based on the job demanded in the teacher's college?

- A. Yes B. No

6. Once hired, were you given orientation about the college's policy, departments and your roles and responsibility in the job?

- A. Yes B. No

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

- A. your immediate supervisor B. Human resource department
C. any other, specify

Part five: - Basic Research Questionnaires others

1. What major problems do you see in Recruitment, selection and placement practice in the college?

2. In your opinion what can be the solutions to the mentioned problems? _____
