

Statement of Certification

This is to certify that **Genet Mulugeta Alen** has carried out her research work on the topic entitled “**Assessment of Recruitment and Selection practices in Ethiopian Electric Power Enterprise**” is her original work and is suitable for submission for the award of Masters Degree in Human Resources Management.

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(Advisor)

May, 2018

Declaration

I, Genet Mulugeta Alenh, announce this research paper **entitled “Assessment of Recruitment and Selection Practice in Ethiopian Electric Power Enterprise”** is my own and I have the courage to say, it is original research work that has not been produced by others in any other institutions or universities for any other requirements in any form. To this end, I acknowledge all sources of information that I used to produce the study appropriately.

Genet Mulugeta-----
Student researcher Signature Date

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ACRONYMS

EEPE = Ethiopian Electric Power Enterprise

EEP=Ethiopian Electric Power

EEPCo = Ethiopian Electric Power Corporation

EEU = Ethiopian Electric Utility

HR = Human Resource

HRM=Human Resource Management

Abstract

The success and failure of organization depends to the extent as to know how much efficient, experienced and capable employee are procured and recruited. The purpose of this study was to assess recruitment and selection practice in Ethiopian Electric power enterprise. The study used both quantitative and qualitative approach and employed descriptive research design to objectively answer the research questions. For achieving the study objective, 184 sample respondents were selected through simple random sampling technique. Accordingly, data were collected through self administered Questionnaire and interview from sample respondents. Out of 184 respondents, workable data were obtained from 179 respondents. The study found that newspaper is the only recruitment EEP does not consider other methods, there is no proper planning for recruitment and selection processes and there is a very long delay in filling the vacant position and also there is lack of transparency in selection criteria and process .Planning is key for effective Human resource management. Every problem identified in this study occurred due to lack of proper planning. Generally the practices of recruitment and selection were characterized with lots of problems. The study suggested that EEP should have proper strategic plan for recruitment and selection, conduct internal HR and cost benefit analysis for each recruitment and selection methods and tools and to use online recruitment and selection.

Keywords: Recruitment, Selection

CHAPTER ONE INTRODUCTION

1. INTRODUCTION

This chapter introduced the topic and objectives of the study, states why it is significant to conduct it. The sub topics discussed include the background of the study, background of the organization, statement of the problem, research questions, objectives of the study, significance of the study, scope of the study, limitation of the study, definition of terms and organization of the study.

1.1 Background of the study

The energy sector is an important one for all the various countries of the world, and especially, the countries that are developing from an economic point of view. Energy is the back bone of economy of the developing country. Ethiopian Electric Power is sole provider of electric power to the country. Electric Demand has been increase time to time due to the economic growth of country. In order to support national development plan the role of human resource is crucial because without the involvement of human resource other resource could not transform into output by their own.

The success and failure of organization depends to the extent how much efficient, experienced and capable employee are procured and recruited. The overall purpose of human resource management (or people management) is to ensure that the organization is able to achieve success through people. HRM aims to increase organizational effectiveness and capability – the capacity of an organization to achieve its goals by making the best use of the resources available to it (Armstrong, 2010).

Recruitment and selection is a major HRM functions as it encompasses all organizational practices and decisions. Effective recruitment and selection process is vitally important to any organization desirous of attracting and appointing qualified personnel. Getting the right people in the right place at the right time doing the right job is an essential element of recruitment and selection process in organizations (Dessler, 2007). Recruitment and selecting staff is expensive both in terms of time and money, it is therefore important that the process is carried out smoothly and efficiently and results in the appointment of a person who fits the job

Recruitment is the process of identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment. Selection then begins

when the right caliber of candidates are identified. Selection is thus the process through which organizations make decisions about who will or will not be allowed to join the organization. The selection process varies from organization to organization, job to job, and country to country. Some of the processes include screening applications and resumes, testing and reviewing work samples, interviewing, checking references and background. Organizations use these processes to increase the likelihood of hiring individuals who possess the right skills and abilities to be successful at their jobs (Mathis and Jackson, 1994).

Armstrong (2001), stated that recruitment and selection process should be to obtain at the minimum cost the number and quality of employees required to satisfy the human resources needs of the organization. Thus he identified the stages that the exercise takes to achieve the aim. Defining requirement, preparing job descriptions and specifications; deciding terms and conditions of employment, attracting candidates, reviewing and evaluating alternative sources of applicants inside and outside the organization, advertising, using agencies and consultants, selecting candidates by sifting applications, interviewing, preparing contracts of employment, etc.

According to Mondy et al(1999), there are various methods of recruitments, these are Employment Agencies They classified into two(Public Employment agency and Private agencies),Advertisements ,Walk- ins and write-ins (Unsolicited applicants)/Direct application, Executive Search or management consultancy firm/head hunters/, Internet andReferrals

Ineffective recruitment has a number of cost implications for employers: low morale which can affect employee performance; lost business opportunities, as well as higher levels of labour turnover. Recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2009). On the other hand effective selection means finding and hiring the right employees for your organization and then putting them into the jobs for which they are best suited.

The most significant change in recruiting practices has been the rise in the use of online recruiting. Many organizations post job openings on their web sites or on specialized sites like Career Builder and Monster.com, and some accept only online applications, completely eliminating the hard-copy application. There are advantages to online recruiting. First, it costs less than traditional advertising. It's easy and quick to post an ad; responses arrive faster and in greater quantity; and a wider range of applicants can be generated. Online processes can also screen applications and administer some selection tests, thereby significantly reducing the HR time required to generate a pool of qualified candidates. (Gusdorf, 2008)

1.2 Back ground of the Organization

The Ethiopian Electric Light and Power Authority (EELPA), which was established in 1956, after having undergone restructuring was reorganized as the Ethiopian Electric power Corporation (EEPCO), EEPCO later spitted into two companies and one of these companies is the Ethiopian Electric Power (EEP). The EEP, which was established in 2013 by the council of Ministers Regulation No.302 /2013, is responsible for generating, transmitting and wholesale of electricity nationwide and to neighboring countries. The Ministry of Water, Irrigation and Energy shall be the supervising authority of the Enterprise.

Ethiopian Electric Power has 5427 permanent employees, who are working in different position. The human resources structure of the EEP is led by Executive level, and has two main wings: Property & general Service and Human Resources Management. Under Human Resources management wings there are five units namely: -Employee hiring, Employee Relation, HR Organization, Employee Administration and Training and Development (EEP Human Resources Manuals Feb, 2012)

1.3 Statement of the problem

Human resource is the life blood of an organization and without these resource organizations cannot exist. If an organization selects the right person, training cost will be minimized and production or service increases, putting the organization in a position of achieving its key performance objective of dependability, cost, speed and quality (Slack, Chamber and Jhonsons, 2001).

The process of getting the potential applicants for a job needs a task of matching organizational recruitment effort with the candidate's job search effort. That is, an organization's recruitment effort has to focus on ways and means of attracting potential employees. Due to this fact all organizations in an environment require talent that makes them competent and effective in this competitive world. This implies that recruitment function by itself is a form of competition as that of manufacturing, marketing and service provision activities.

According to Kaplan and Norton (2004), a common problem in recruitment and selection is poor HR planning. Rigorous HR planning translates business strategies into specific HRM policies and practices. This is particularly so with recruitment and selection policies and practices. The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labor market are important in recruiting and deploying appropriate employees at the right time.

EEP has developed a power sector expansion plan based on the second Growth and Transformation Plan of the country for the five-year term starting from 2015. It has set its goals on the expansion of power generation plants and transmission expansion plans. The objective of the plan is to lay down electric power infrastructure that will support the country's ambitious plan of becoming a middle-income country by the year 2025. To achieve this national vision EEP should acquire and retain capable employees in the right numbers and right quality of competence with right time in effective and efficient manner.

As preliminary investigation conducted by researcher through discussion with HR director, hiring manager and some employees the recruitment and selection practices of Ethiopian Electric Power reveal that there is a delay in filling vacant posts for both external and internal recruitment because of the delays the best candidates will be taken by other organizations and employees who wait for promotion will also be dissatisfied which result, reduces organizational commitment. Many employee complaints about recruitment and selection process fairness and transparency. Due to the traditional recruitment method EEP used vast numbers of paper work and much burden on employees' of hiring department, instrument used for selection candidate is ineffective furthermore there is no critical follow up and evaluation for newly employees under

provision period. Due to this organization miss a chance of screening again and having best employee who help to achieve its objectives. All these problems make the organization ineffective at large. Therefore it is important to conduct this study in-depth in order to know the extent of those problems.

1.4 Basic Research Questions

In view of the above background of the study and statement of the problem the main research question for this study were:

- What are the current recruitment practices in Ethiopian Electric Power?
- What are the current selection practices in Ethiopian Electric Power?

1.5 Objective of the study

1.5.1 General Objective

The general of the study was to assess the recruitment and selection practice of Ethiopian Electric Power.

1.5.2 Specific Objectives

The specific objectives of the study were as follows:-

- To identify general practices that organizations use to recruit and select employees.
- To recommended a best techniques and methods which may help to improve recruitment and selection process

1.6 Significant of the study

Conducting the research will have the following benefit: the study will help the management of the enterprise in identifying specific problems or areas that need improvement in order to enhance recruitment and selection practice of the organization.

The study will provide information on the recruitment and selection practice of Ethiopian Electric Power, It will try to identify the major problem that organization face when conducting recruitment selection process.

Finally, the study will contribute to the field of knowledge in recruitment and selection and other researchers wishing to carry out further research and contribute to existing literature in the field

of recruitment and selection. The research findings, will help other researchers who would want to undertake the same study to come up with more comprehensive research work or highlight the necessary adjustment that were not dealt with in depth by this research.

1.7 Scope of the study

This study is focus on assessing the current employee recruitment and selection practice and it was conducted at Head office of Ethiopian Electric Power (EEP) in Addis Ababa. The reason the researcher has chosen the head office is because of all recruitment and selection for all process takes place in the head of in HR process in the department of Hiring office and all process office are in there. It also allows researcher to get representative sample from each process and departments. Only permanent professional employees and all middle and senior managers were part of the study. the reason the researcher exclude the semi-professional and other employees are the first reason is most of semiprofessional employees are working in power plants and substations which are out of Addis Ababa and the other reason is that non-professional workers like cleaner and security guard are outsourced. The study covered the period 2006-2010 E.C since the newly formed EEP has been in operation since 2006 E.C. Descriptive statistic like mean, frequency and percentage were used as statistical tools to undertake data analysis.

1.8 Limitation of the study

There are certain constraints of the study, the major limitation were time and non-availability of adequate published and documented about recruitment and selection effectiveness which would be useful for the study. Due to scope limited to the head office some of views of employees and managers out of Addis Ababa may not include.

1.9 Definition of the term

Recruitment-a process of discovering potentials candidates for actual or anticipate organizational vacancies (Decenzo and Robbins, 2010).

Selection-Selection is that part of the recruitment process concerned with deciding which applicants or candidates should be appointed to jobs (Armstrong, 2010).

1.10 Organization of the study

The study is organized in five chapters. The first Chapter gave a general highlight about the problem and its approach. The second Chapter presented a detail review of related literature which was related to the study. Chapter three comprised of detailed research methodology that is

used for the study. The fourth Chapter comprised of data presentation and analysis. Lastly, Chapter five of the study finalized the study by giving summary of findings, conclusion and recommendation.

CHAPTER TWO LITERATURE REVIEW

2. INTRODUCTION

This chapter provides an insight to readers about the theoretical view of the topics under study. In line with the objectives of the study, the chapter covers topics related to the theories and concepts of recruitment and selection. In addition, the present chapter includes empirical review of different articles and dissertation. Furthermore, the conceptual framework of the study is presented at the end of this chapter.

2.1 Theoretical Review

Today's organization cannot ignore the fact that a key element of organization's resource capability is its people and greater attention is given to the recruitment & selection process than ever before. Recruitment and selection process is fundamental or basic process in HRM it is starting point of the entire process, therefore in order to make the entire HRM successful is vital to start right. recruitment and selection process must be taken by the organization or employer because failure to do so can cause organization huge amount of money, poor recruitment and selection can cost an organization, which can be more or less 30 % of the entire first year earning of organization(Hacker 1997,cited in Bach 2005 pp115) this costs include those related problems like low product, training cost, advertising cost recruitment fee and redundancy package(Smith and Graves 2002 cited in Bach 2005,p115)

Ensuring that the right people are in right place at right time is critical factor in gain and maintains competitive advantage. Recruitment and selection always have been crucial process for organization. Those are suggested it is interesting activity. Bratton and Gold(2007) refer to recruitment the process of generating pool capable of people to apply to an organization for employment. Selection is a process of by which managers and other specific instruments to choose from number of applicants the person or person most likely to succeed in the job, give management goal and legal requirements.

Recruitment and selection play a pivotally important role in shaping an organization's effectiveness and performance, if work organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction

regarding their future abilities, recruiting and selecting staff in an effective manner can both avoid undesirable costs for example those associated with high staff turnover, poor performance and dissatisfied customers.

2.1.1 Human Resource planning

According to Dessler (2013), Human resource planning is the process of deciding what positions the firm will have to fill, and how to fill them. It embraces all future positions, from maintenance clerk to CEO. Planning involves the forecasting of human resource needs in organizations and designing appropriate actions such as recruitment, training and career development based on identified needs. Planning is carried out within the goals and general policy framework of the firm or agency. It is also affected by public policies, changes in technology and availability of manpower.

Human resource planning involves a complex task of forecasting and planning for the right numbers and the right kinds of personnel at the right places and at the right time to perform activities that will benefit the organization in accomplishing its objectives and in helping its members to satisfy their needs. Human resource planning will be successful to the extent that it properly coordinates each of enumerated elements and it is essentially the fitting of resources to business needs in the longer term or shorter term as the case may be. Without clear cut planning and direct linkage to the organization strategic directly estimate of organization human resource needs are reduced to mere guess work (Decenzo and Robbins,2005).

Human resource planning is used by organizations to ensure that they have the right number and the right kind of people at the right place and at the right time. Where this process is carried out properly, it brings maximum long-run benefits to both the organization and the individual employee

Role of HR planning in facilitating recruitment and selection process

According to Anyim, Ekwoabu and Anthony (2012), HR planning has a significant and important role in facilitating the entire recruitment and selection process particularly:

(i) **Facilitating the Pre-Recruitment Review:** The facilitating of the Pre-recruitment review involves providing advice on whether any internal staff should be considered for filling the new staffing need and if so, what process should be used in considering them; or providing advice on

whether the new staffing need should involve giving opportunity to both internal and external applicants.

(ii) **Providing Expert Advice and Guidance:** This focuses on providing expert advice and guidance in the early stages of the recruitment particularly with defining the position, drafting the advertisement, identifying and advising on suitable channels for advertisement, arranging for the announcement to be placed through the agreed channels, and advising on the composition of the selection committee and allied matters.

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

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

(v) **Pre-Interview Briefing Materials:** HR planners should ensure that all shortlisted candidates are provided with an appropriate briefing package prior to their interview. The contents of the briefing package will depend on the nature of the position. All briefing packages should include information about the salary range for the position and a summary of key employment conditions and benefits.

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

2.1.2 Recruitment

Recruiting is a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force (Yoder ,1972).

According to Decenzo and Robbins (2010) recruitment is a process of discovering potential candidates for actual or anticipated organizational vacancies or from another prospective it is a linking activity that brings together those with jobs to fill and those seeking jobs.

An effective recruiting process requires a significant pool of diverse candidates to choose from. Achieving a satisfactory pool of candidates, however, may not be easy, and recruiters need to know the best places to recruit qualified candidates (Decenzo and Robbins, 2010).

Coyle-Shapiro, et.al (2013) agree that if the wrong people are recruited, it could prove expensive for an organization. First, they might not be able to do the job, so they will add cost to the organization, second, they may leave and so the whole process of recruitment and selection will have to be repeated, with the implications for cost and time. Third, they may have an adverse effect on existing workers. So we have to be careful when we recruit and select and also we have to check our best candidate on the pool of applicants in order to decrease unnecessary cost in terms of money and time. A good recruiting program should attract the qualified and discourage the unqualified. Meeting this dual objective will minimize the cost of processing unqualified candidates. (Decenzo and Robbins, 2010)

2.1.3 Factors that affects recruiting efforts

The recruitment process does not take place in vacuum. External and internal factors can significantly affect the firm's recruitment efforts. According to Mondy, Noe, Premeaux. (1999) factors affecting recruiting can be classified as internal and external factors.

The internal factors are: Wage and salary policies, Size of the organization and the number of employees employed force, turnover rates, Human resource planning strategy of the company, Cost involved in recruiting employees and growth and expansion plans of the organization

The external factors are: Company's image perception of the job seekers about the company, Supply and demand of specific skills in the labor market, Economic factors: such as a tight or loose labor market and Political and legal factors also exert restraints in respect of nature and hours of work for women and children, and allied employment practices in the enterprise, reservation of Job for certain group and so on.

Alternative to recruitment

Recruitment and selection costs are not insignificant when all the related expense are considered therefore a firm should consider its alternatives carefully before engaging in recruitment. These

alternatives are Outsourcing, Contingent worker, Employee Leasing and Overtime (Mondy et al, 1999).

2.1.4 Source of recruitment

Torrington, et.al,(2014) identifies the two types of recruitment sources i.e. internal and external source

Internal source

Internal source are employees who currently work in the organization they fill up the vacant position in the forms of promotion, transfer and referrals and recommendation. Organization recruiting the exiting employee through job posting, informed about vacancy on organization bulletin board, organization website (Mathis and Jackson, 1994).

According to Mathis and Jackson (1994) internal source of recruitment has its own advantage and disadvantage

Advantage of Internal source of recruitment

- ❖ It creates a sense of security among employees when they are assured that they would be preferred in filling up vacancies.
- ❖ It promotes loyalty and commitment among employees due to sense of job security and opportunities for advancement.
- ❖ Time and costs of training will be low because employees remain familiar with the organization and its policies.
- ❖ Labor turnover is reduced.

Disadvantage of Internal source of recruitment

- ❖ It is not encourage of new insight ,diversity of people or ideas
- ❖ It promote less qualified internal candidate where as there are best candidates available on the outside
- ❖ If promotion based on seniority, the best employee may not be chosen

External source

External recruitment means that candidates are brought from outside, hence, it supplies a suitable pool of applicants. There are much more external sources than internal; and it is important to identify them. External recruitment can be expensive and time-consuming; however, it is possible to reduce these disadvantages to some extent with the help of good planning. (Mathis

and Jackson, 2005). Depending on the qualification desired employer may be attracted from a number of outside sources these are,

Collage /universities /technical school: Most colleges and universities have placement services that seek to help their graduates obtain employment. On-campus interviewing is the most important source of recruits for entry level Professional and managerial vacancy

Competitors and other firm: it is important source of recruits for position in which recent experience is required.

According to Mathis and Jackson (1994) recruiting from external source has its own merit and demerit

Merit of external source

- Best selection can be made regardless of caste, sex and religion
- Provide new prospective, idea and experience
- This source never dries-up

Demerit of external source

- It more time consuming and expensive
- When the higher level are field from external source the motivation & loyalty of existing staff affected

2. 1.5 Methods of recruitment

Methods of recruitment are different from the sources of recruitment. Sources are the locations where prospective employees are available. On the other hand, methods are way of establishing links with the prospective employees. Mondy et al,(1999)There are varies methods of recruitments, these are

Employment Agencies Organization can contact agencies to recruit potential employee .These agencies provide recruitment service on the basis of fee. They classified into two types Public Employment agency and Private agencies

Advertisements It is announcing the job on radio newspaper TV .the advertisements should be clear and give all information about a job in order to getting qualified applicant.

Walk- ins and write-ins (Unsolicited applicants)/Direct application

Many applicants search for job either by walking in to organization by mailing a resume in the hope that position is available.

Executive Search or management consultancy firm/head hunters/

Internet: Advertizing job on internet, website, face book and so on

Referrals: people who apply because someone in the organization informs to do so.

Virtual job fairs: this is a method of recruitment which allows recruiters to interview quite a few candidates over a short period of time. Such fairs or exhibitions are often focused on a specialized field or a certain group of people (e.g. students, minorities, resent graduates, women)

Internship: a special form of recruitment that involves placing students in temporary jobs with no obligation ether by the company to rise the student permanently or by student to accept a permanently position with firm following graduation.

2.1.6 Recruitment process

As Mondy et al.(1999), recruitment process passes through the following stages :

- Recruitment process begins when the personnel department receives requisitions for recruitment from any department of the company, The personnel requisitions contain details about the position to be filled, number of persons to be recruited, the duties to be performed, qualifications expected from the candidates, terms and conditions of employment and the time by which the persons should be available for appointment etc.
- Locating and developing the sources of required number and type of employees.
- Identifying the prospective employees with required characteristics.
- Developing the techniques to attract the desired candidates. The goodwill of an organization in the market may be one technique. The publicity about the company being a good employer may also help in stimulating candidates to apply. There may be others of attractive salaries, proper facilities for development etc.
- Evaluating the effectiveness of recruitment process.

2.1.7 Selections

More than anything else, selection of human resource should be seen as a matching process. This matching process also directly affects training and operating costs workers that are unable to produce the expected amount and quality of work can cost an organization a great deal of time and money.(Mathis and Jackson ,1994)

2.1.8 Meaning and definition of selection

Human resource selection is the process of choosing qualified individuals who are available to fill positions in an organization. In the ideal personnel situation, selection involves choosing the

best applicant to fill a position. Selection is the process of choosing people by obtaining and assessing information about the applicants with a view to matching these with the job requirements. It involves a careful screening and testing of candidates who have put in their applications for any job in the enterprise. It is the process of choosing the most suitable persons out of all the applicants. The purpose of selection is to pick up the right person for every job. According to Armstrong (2010), Selection is that part of the recruitment process concerned with deciding which applicants or candidates should be appointed to jobs.

Jackson and Schuler (2000) also define selection as the process of obtaining and using information about job application in order to determine who should be hired for long or short term positions.

Successful selection activities entail a lot of careful planning. The selection process is composed of steps, each of which provides decision makers with information that will help them predict whether an applicant will be a successful job performer. (Dencenzo&Robbins,2011)

2.1.9 The Importance of Selection

“Selecting qualified employee is like putting money in the bank” John Boudreau. This proverb shows importance is selection of employees. Organization should select the right people to the right job in order to achieve its goal. Selection the best candidate from all applicants very mandatory because it will have effects on organization’s Productivity. Faulty selection leads to wastage of time and money. As much as possible we have to select carefully by using effectively selecting techniques and methods.

Noe, Hollenbeck, Gerhart, Wright (2011) also agrees that any organization that appreciates the competitive edge provided by good people must take the utmost care in choosing its members. The organization’s decisions about selecting personnel are central to its ability to survive, adapt, and grow.

According to Dessler (1994), employee selection is important for three main reasons. First organizational performance will always hinge in part of employee’s performance. Employee who hasn’t the right abilities won’t perform effectively, and organization performance will therefore suffer. The time to screen out undesirable is thus before they are in the door, not after. Second, effective screening is important because of what it cost to recruit and hire employees. Third good selection is important because of the legal implication of doing poorly.

2.1.10 Selection criteria

At the core of any effective selection system is understand of what character essential for high performance .Selection criteria are developed from the knowledge, skills, and abilities identified in the job analysis and stated in the job description. There are five board categories

- Education
- Experience and past performance
- Physical characteristics
- Personality characteristics and personality type
- Knowledge and skill

2.1.11 Selection process

According to Mondy et al.(1999) factors that affect selection process are listed below

I legal consideration: HRM influenced by legislation, executive order and court decisions

II speed of decision making: the time available to make the selection can also have a major effect on the selection process:

III Organizational Hierarchy different approach to selection are generally taken for filing position at varying level in the organization.

IV Application pool: The number of qualified applicants for a particular job can also affects the selection process

V Type of organization: the sectors of the economy in which individual are to be employed—private, government or not for profit can also affects the selection process

VI Probationary period (PP): many firms use a (PP) that permits them to evaluate an employee’s ability based on established performance

There is no standard selection procedure to be used in all organization or for all jobs. The complexity of selection procedure increase with the level and responsibility of the position to be filled increased. The strategy and method used for selecting employee varies from organization to organization and from job to job (Coyle-Shapiro et al, 2013).

The major factors which determine the steps involved in a selection process are as follows:

- The number of candidates that are available for selection.
- The sources of recruitment and the method that is adopted for making contact with the prospective candidates.
- The type of personnel to be selected.

Selection process typically consists of eight steps: (1) initial screening interview, (2) completion of the application form, (3) pre-employment tests, (4) comprehensive interview, (5) conditional job offer, (6) background investigation, (7) medical or physical examination, and (8) permanent job offer (Decenzo and Robbins, 2010).

1. Initial screening and interview/preliminary interview

Preliminary interview is a sorting process in which the prospective candidates are given the necessary information about the nature of the job and the organization and necessary information is also obtained from the candidates about their education, skills, experience, expected salary etc. If the candidate is found suitable, he is elected for further screening.

2. Completion of the application form/Blank application

It helps to get information from prospective applicant about his/her biography, education, work experience, present and expect salary and addresses

3. Pre-employment tests/Selection test

This test helps to determine individual skills, knowledge or physical capabilities on certain job. Many organizations hold different kinds of selection tests to know more about the candidates or to reject the candidates who cannot be called for interview etc. According to Mathis and Jackson (1994) there are different selecting test among them these are

Aptitude Tests: These measure whether an individual has the capacity or talent ability to learn a given job if given adequate training.

Personality Tests: At times, personality affects job performance. These determine personality traits of the candidate such as cooperativeness, emotional balance etc. These seek to assess an individual's motivation, adjustment to the stresses of everyday life, capacity for interpersonal relations and self-image.

Interest Tests: These determine the applicant's interests.

Performance Tests: In this test the applicant is asked to demonstrate his ability to do the job.

Intelligence Tests: This aim at testing the mental capacity of a person with respect to reasoning, word fluency, numbers, memory, comprehension, picture arrangement, etc. It measures the ability to grasp, understand and to make judgment.

Knowledge Tests: These are devised to measure the depth of the knowledge and proficiency in certain skills already achieved by the applicants such as engineering, accounting etc.

Achievement Tests: Whereas aptitude is a capacity to learn in the future, achievement is concerned with what one has accomplished. When applicants claim to know something, an achievement test is given to measure how well they know it. Selection test should be reliable and valid

4. Interview: An interview is a procedure designed to get information from a person and to assess his **potential for the job he is being considered on the basis of oral responses by the applicant** to oral inquiries by the interviewer.

(A) Unstructured or non directive: in which you ask questions as they come to mind. There is no set format to follow.

(B) Structured or directive: in which the questions and acceptable responses are specified in advance

5. Background investigation/reference checks:Checking references and investigating the candidates' background history are important tools that enable organizations to determine whether past work experience is related to qualification required for the new job. Moreover, candidates may also be required to submit recommendation letters. The letters reveal past behavior, the candidate's job interest, relation with immediate boss and co-workers, and reason for termination (K. Aswathappa, 2005).

6. Selection decision/ conditional job offer After obtaining and evaluating information about the finalists, the most critical step of all is making the actual hiring decision (Noe, et al 2005). It is made when the applicant has passed each step of the selection process so far. This offer can become permanent after checking out an applicant's medical or physical condition and background.

7. Physical Examination: After the selection decision and before the job offer is made, the candidate is required to undergo physical fitness test. It helps to know whether the candidate is physically fit for job or not (Decenzo and Robbins,2010).

8 Approval/hiring decision suitable candidates are recommended for selection by the selection committee or personnel department.

9. Final Employment Decision: After a candidate is finally selected, the human resource department recommends his name for employment. The management or board of the company offers employment in the form of an appointment letter mentioning the post, the rank, the salary grade, the date by which the candidate should join and other terms and conditions of employment.

Evaluation: It is reviewing all selection process whether it performed properly.

2.1.12 Recruitment and Selection Practices and Performance

Recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. While it is understood and accepted that poor recruitment decisions continue to affect organizational performance and limit goal achievement, it is best that much effort is put in the recruitment and selection practices (Randall, 1987).

Recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2009). Recruitment and selection play a pivotally important role in shaping an organization's effectiveness and performance, if work organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities, recruiting and selecting staff in an effective manner can both avoid undesirable costs for example those associated with high staff turnover, poor performance and dissatisfied customers and engender a mutually beneficial employment relationship characterized, wherever possible, by high commitment on both sides.

2.1.13 Evaluating the recruitment and selection practice

The broad test of the effectiveness of the selection process is the quality of personnel hired. An organization must have competent and committed personnel. The selection process, if perfectly done, we insure availability of such employees. In order to evaluate the effectiveness of the selection program periodic audit must be conducted by people who work independent of the human resource department based on systematic evaluation outlines (K.Asewathappa, 2005).

The major purpose of evaluation of the selection process is to ensure that the process is meeting the need of the organization and complying with equal opportunity requirement. According to Myrna L.Gusdorf, (2008), most organizations keep at least minimum statistical information on their recruitment and hiring processes to evaluate the processes and ensure that it is cost-effective, timely and, most importantly, that you hired the right person. Information gathered may be valuable for further recruiting as your organization grows. It is necessary for a prudent employer try to answer questions like:

- ❖ Were your methods cost-effective?
- ❖ Did you stay within budget?
- ❖ Did your recruitment generate a large enough applicant pool to make a good selection decision?
- ❖ Were your applicants qualified for the job?
- ❖ How many applicants must you generate to get a good hire?
- ❖ How long did it take to fill the position?
- ❖ How long does it take for a new employee to “get up to speed”?

2.1.14 Measuring recruitment and selection practice Effectiveness

The effectiveness is measured as how well it works and achieves to its intended results. Thus, this will help the organization to assess itself how nearer it has approached for the perfection. Recruitment and selection practice effectiveness can be measure with the following metric or parameter that have been identified by Armstrong, (2006) and Stredwick,(2005)which are: time to fill, Quality of hire, Cost per Hire, employee Satisfaction, turnover and hiring’s manager satisfaction

Time to Fill – (Total Days to Fill/ Total Hires)

Time to fill analyses the average time it takes to fill a vacancy and uses this to measure the efficiency of the recruitment process. The rationale here is that vacant positions cost money and the faster a position is filled the better the organization is being served

Time to fill is one of the most common recruitment statistics companies monitor to determine the effectiveness of their recruiting process. This metric can be tracked in various ways such as time from search kickoff to accepted offer or hours spent on each requisition. Time to fill is great for uncovering inefficiencies and delays in the interview process.

Quality of Hire

Identifying talent quickly (*time to fill*) is just one piece of the puzzle. Assessing quality of hire is equally (*if not more*) important when determining the success of your recruitment process. However, this metric can be tricky to measure as it is largely based on subjective feedback. Use a survey to measure hiring manager satisfaction or look at the retention rates of your new hires over time to get a glimpse into quality of hire.

It is important to compare how the new employee performs after he gets hired and determines how well he is executing the responsibilities expected from him as per the job description he was hired to fulfill. Measuring quality of the hire is extremely crucial and it should be measured by regularly using performance-based interviews along with measuring important criteria. Based on the results obtained, quality of the hire can be determined.

Cost per Hire

Measuring cost per hire can help to assess the financial investment that the company is making to attract and hire new talent. There are different methods used to calculate cost per hire. Choose the one that best fits your current process and business goals. Recruitment according to (Cassidy C., Kreitner R., 2010) classified in to two types:

Tangible costs: advertising (the time and consulting costs, writing, place and print the ads), screening candidates, interviewing, testing, training, orientation, new employee setup, travel expenses;

Intangible costs: less productivity for the new employee, cost of rework for increased errors by the new person, increased supervision to coach the new hire, cost to pay experienced person to take on additional work during vacancy period lost productivity from stress of team during

vacancy period, the cost of reduced performance by the person learning, the impact on employee morale

Employee Satisfaction

When assessing recruitment, we often only think of how our business is impacted directly. What about the new hire? How was her experience from resume submission to signed offer letter? Administering a survey for new hires geared toward applicant satisfaction will provide invaluable insight into candidate experience and help you make adjustments.

Hiring manager's satisfaction

Hiring manager's satisfaction measured by how satisfied they are with the new hire and the current recruitment and selection process and practice of the organization.

Turnover

It shows how long your new hires stay with the company. The biggest indicator that the recruitment strategy is failing is high turnover of new hires. When employees leave within their first year can point to poor hiring decisions.

Recruitment is an essential part of any organization. Ensuring you have an efficient, cost-effective, and rewarding experience for all involved is important. When you measure recruitment on a consistent basis and focus on continuous improvement based on those results, you'll see better hires, less time and money spent, and a well-oiled recruiting machine overall

2.2 Empirical review

Different studies has been conducted to assess and identify challenges of recruitment and selection practice of different organization in different countries .Accordingly the challenges identify in Zimbabwean companies are cost of advertizing, fake qualification, political interference, nepotism and favoritism and inadequate job description Zinyemba (2014). In addition to this Mokonnen Bogale(2013) identify challenges that bank of Abyssinian faced are lack of qualified and experienced candidates, turn over, inconsistence of selection criteria and

bulk application for single job. The study conducted in Ghana University identifies that sexual harassment of female applicants is a problem during recruitment and selection processes Saviou, A. et al (2016)

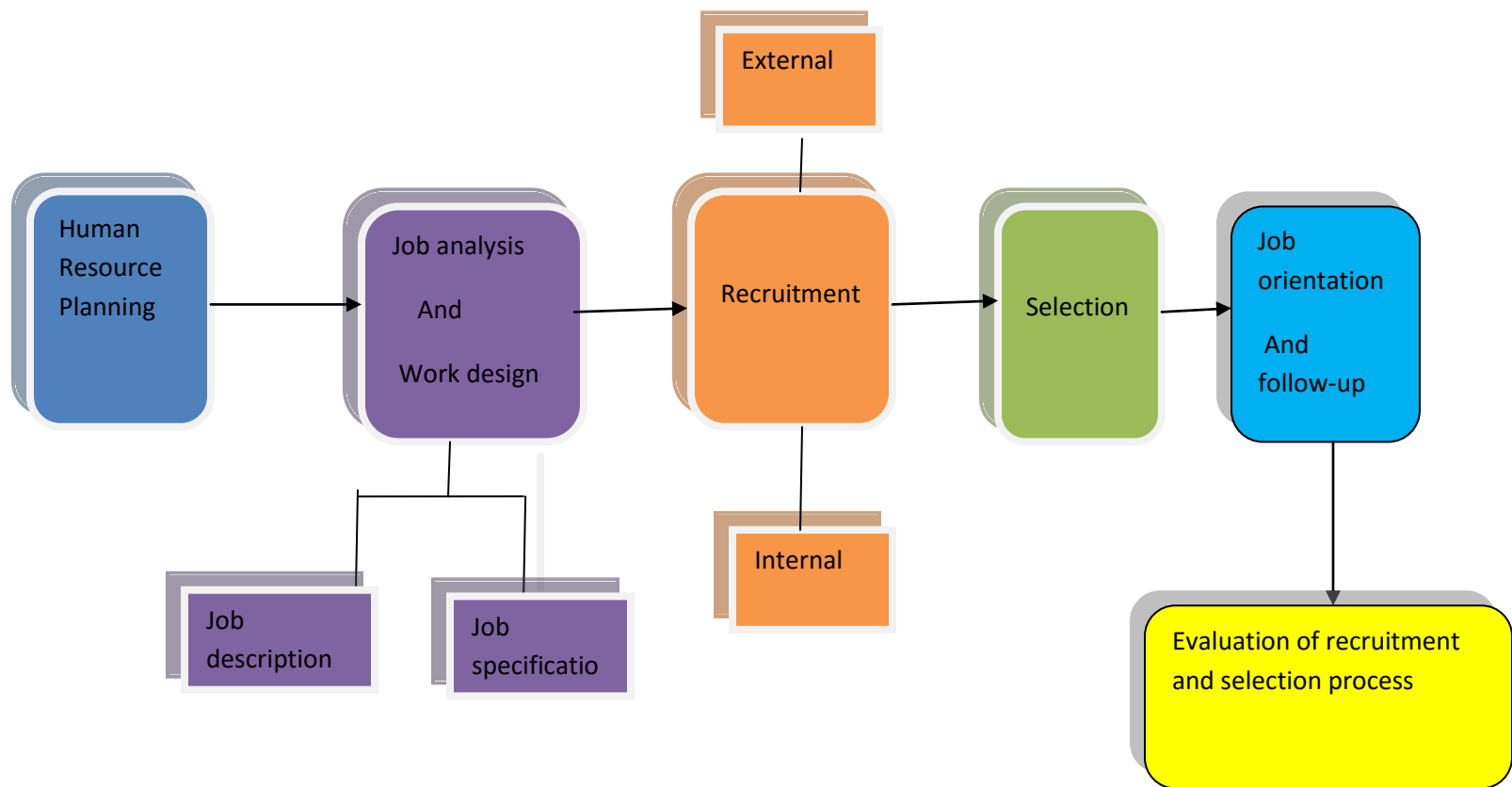
According to Kepha.O, Mukulu.E, Waititu, G (2014) the recruitment and selection was found to have a positive influence on employee performance. The study conducted in Small and Medium Enterprises in Kisumu Municipality, Kenya shows that recruitment and selection have a significant effect on the performance of SMEs in Kisumu Municipality, and the better the recruitment and selection, the higher the performance of the SME. In fact, the performance of SMEs can be influenced by up to 72.40% through proper recruitment and selection and more particularly through proper recruitment and selection Omolo.J (2012).

2.3 Conceptual framework

Recruitment and selection practices involve two interrelated processes. Recruitment is the process of generating a pool of capable people to apply for employment to an organization while selection is the process by which specific instruments are employed to choose from the pool of applicants the most suitable for the job taking into consideration, management goals and legal requirements. Recruitment therefore provides the organization with a pool of potentially qualified candidates from which selection can be made to fill job openings. Recruitment and selection are therefore a crucial part of every organization's success.

The first step in the recruitment and selection process is HRP. Recruitment logically follows Human Resource Planning. Understanding HR needs in advance and anticipating allows developing an effective and successful recruitment process. Two main sources of recruitment were identified - internal and external source of recruitment. Each source has a different method to attract applicants. The next step is using different selection methods and tools. Selection will be executed. Then orientation will be given to newly hired or promoted. After that, the HR department conducts evaluation of the recruitment and selection process.

Figure 2.1: Conceptual framework



(Source: from different literature, constructed to frame this study, 2018)

CHAPTER THREE RESEARCH DESIGN AND METHODOLOGY

3. Introduction

This chapter outlines the methodologies that have been used in the study. It describes the research design, target population, sampling techniques, sampling unit, data collection tools, data analysis and ethical consideration along with an appropriate justification.

3.1 Description of the Study Area

The study was conducted in Addis Ababa head quarter of EEP that covers all six processes namely Generation Operation, Transmission substation Operation, Human Resource, Portfolio Management Office, Transmission Substation Construction and Finance. These processes have department and units. All these processes' head offices are found in head quart of EEP located close to Legahar behind Awash bank Twins Tower at Meba building.

3.2 Research design

The research design used in the study was descriptive .This design was selected because the purpose of this study was to assess the recruitment and selection practices of Ethiopian Electric Power (EEP).Descriptive is the appropriate research design for this study.

With the intention of getting the general picture of the existing recruitment and selection practice both qualitative and quantitative data were gathered. The researcher believes using both data in combination is provide better understanding of research problems than using either approach alone.

3.3 Source of Data and Type

In order to get appropriate data the study used both primary and secondary data. Primary data were collected through well constructed questionnaires and interview from sample respondents of both managers and employees. The secondary sources of data are EEP recruitment and selection policy and procedure and EEP employee's compliance concerning staffing and hiring.

3.4 Sample and Sampling Techniques

3.4.1 Target Population

There are a total of 5427 permanent employees who are working in different job position at different power plants and substation which are found in different part of Ethiopia. The study

was conducted in Addis Abeba at headquarter of EEP's .The target population were all permanent professional employees, all middle and senior managers and all HR department managers and employees especially hiring office who are working in Addis Ababa (head quarter) which is 350. Professional employees refer to employees who have supervisory, administrative or strategic exposure in the business and possess at least they have degree in educational qualification.

3.4.2 Sample size

The researcher had use confidence interval of 95%, which is the level of certainty whether the response for each question is the true answer or not. 5% margin of error which is the amount of error from difference in the responses the researcher can tolerate when drawing a conclusion from the data. The margin of error is lowered to 5% so that the conclusions drawn from the sample is a representative of the target population. The response distribution probability is set to 50% because the respondents have half equal probability of agreeing or disagreeing for each question.

Accordingly, the sample and the formula below used to calculate sample size, according to Kothari (2004). The basis to employ this formula lies on the assumption that, it is used for the finite population which can be listed the entire population and enable to have maximum number of sample respondents. Based on these parameters, in order to determine the sample size, the researcher use mathematical sample size determination formula developed by Kothari (2004), whose results are shown below:

$$n = \frac{Z^2 \cdot p \cdot q \cdot N}{e^2 (N-1) + z^2 \cdot p \cdot q}$$

Where:

p = probability of response distribution,

$q = 1 - p$

Z = the value of standard variant at a given confidence level and to be read from a table showing area under normal curve

e = margin of error

N = size of target population

n = sample size

Given: At 95% confidence the value of $Z= 1.96$, $p = 0.5$, $q=0.5$, $e= 0.05$, $N=350$

$$n = \frac{1.96^2 \cdot (0.5) \cdot (0.5) \cdot 350}{(0.05)^2(350-1) + (1.96)^2 \cdot (0.5) \cdot (0.5)} = 184$$

Therefore, the sample size was 184, which were drawn from target population

Table 3.1 Total number of target population working in head quarter

	Target population	Sample	% of including in the sample from the total sample size 184
Professional employees	272	143	79
Mangers	78	41	21
Total	350	184	100

(Source: EEP HR database, 2016)

3.4.3 Sampling techniques

In this research, the study used both probability and non-probability sampling methods in order to get best result. The purposive or judgment sampling methods were used for HR department employees and managers including them in the sample for interview because the researcher believes that they have an answer for the research problems under study and also use simple random sampling method for selecting respondents from professional employees and managers.

3.5 Data Collection Procedures

To collect data first source list that was needed to select respondents was obtained from human Resource data base of EEP. Participation in the study was voluntary and participants' identities were anonymous. Participants in the study were briefed about the academic purpose of the study and were assured of the confidentiality of their response. One hundred eight four questionnaires were distributed and collected in person by the researcher at head office. Accordingly, interview was held with the HR manager and key HR employees.

3.6 Data Collection Methods

Data was collected by way of a survey questionnaire that was adopted by the student researcher to collect significant data in a standard way, bringing out objectivity and to present data numerically. Both Validity and Reliability were tested through the collected data of study. In addition, feedback was obtained from some professionals before conducting the research.

Interview was conducted with the human resource director and hiring manager of the company. The questionnaire uses scaled questions (Likert scale). Interview was held to get further explanation on issue under study. Secondary data was used by the researcher which are documented and found in the organization and reputable journals. These include the HRM policy, Strategy and procedure manuals, and periodical reports and relevant articles.

3.7 Reliability and Validity of the Instruments

The validity and reliability of the data were checked carefully. Validity and reliability of scores on instruments, additional standards for making knowledge claims, lead to meaningful interpretations of data.

3.7.1 Validity

Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure (Kothari, 2004). In this research content, the researcher has used questionnaires that their validity and reliability are checked and are modified according to literatures within the specific topic. Also an approval from expert on the subject and other consultants was applied in order to increase the face/content validity. Prior to the actual data collection, pilot test was conducted by distributing sample questionnaires to 19 respondents.

3.7.2 Reliability

To ensure the reliability of the instrument in this case of study and the researcher has tested the reliability using Cronbach's Alpha (α). Cronbach's Coefficient (α) is calculated to estimate the internal consistency of reliability of a measurement scale. Cronbach's Coefficient is a reasonable indicator of the internal consistency of instruments that do not have right or wrong marking schemes, thus can be used for questionnaires using scales such as rating (Black & Leslie, 1999). For this particular study, the questionnaires Likert scale items reliability was checked by Cronbach's – alpha coefficient with the help of SPSS software and as shown below in table 3.2

Table 3.2 Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.928	36

Cronbach's alpha coefficients should fall within a range of 0.70 to 1.00. (Sun, Chou, Stacy, Ma, Unger and Gallaher, 2007) and as shown in the table the result has fall in between. Therefore, the result indicated that the questionnaires of the study were internally consistent by 92.8 percent.

3.8 Data Analysis methods

The data to be collected were assessed and analyzed using descriptive statistics. To analyze the research questions and demographic characteristics of the respondents' descriptive method of data analysis were used.

The method of data analysis was based on the type of instrument that was employed to gather information. In order to analyze the majority of data obtained through questionnaire, descriptive statistics such as frequency, percentages .All the analysis were made with the aid Statistical Package for the Social Sciences (SPSS) version 20software.

The interpretations were made for all five point Likert scale measurements based on the following scale: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree; 1=Strongly Disagree. Consequently, the neutral attitude '3'will be taken as a reference point by averaging the scales; that is, the mean scores as above 3 (neutral) if opinions tend to be favorable to the given point of view; and below 3 (neutral) if opinions tend to be unfavorable to the given point of view. This corresponds to what Best and Kahan (1995) explains about Likert Scale interpretation. Accordingly, the study used a key for interpretation data as follows 1.0-1.8 = strongly Disagree, 1.81-2.6=Disagree, 2.61-3.40= Neutral or undecided, 3.41-4.20=Agree and 4.21-5.00= Strongly Agree.

Finally, the data that were collected through interviews were processed through qualitative discussions. Then discussions, comparing and contrasting the information obtained through all the tools and the information narrating the theoretical issues from literature review will be held.

Finally, based on the findings of the study conclusions were drawn and recommendations will be forwarded to alleviate the observed problems.

3.9 Ethical consideration

To ensure the ethicality of the study the following ethical rules have been followed: aim and objective of the research was disguised to respondents honestly and transparently, to obtain full consent of respondents their willingness to participate in the study was asked, to ensure privacy of research participants anonymity of respondents was protected, to avoid misrepresentation of data at most care was made to ensure objectivity in data analyses and to ensure conclusion is bounded by data's found as a result of the study , to avoid plagiarism work of different authors and researchers used in the research paper was acknowledged using Harvard style of citation.

CHAPTER FOUR DATA ANALYSIS, DISCUSSION AND INTERPRETATION

4.1 INTRODUCTION

This study as mentioned in the previous chapter is aimed at assessing the recruitment and selection practice and its effectiveness of EEP. To collect relevant data for the study, questionnaires were developed and distributed to the sampled respondents; besides interviews were conducted with the HR director, manager of hiring and some employees of hiring department of EEP. In this chapter, the collected data by the questionnaires have been analyzed with SPSS software and presented by using pie and bar charts, and tables.

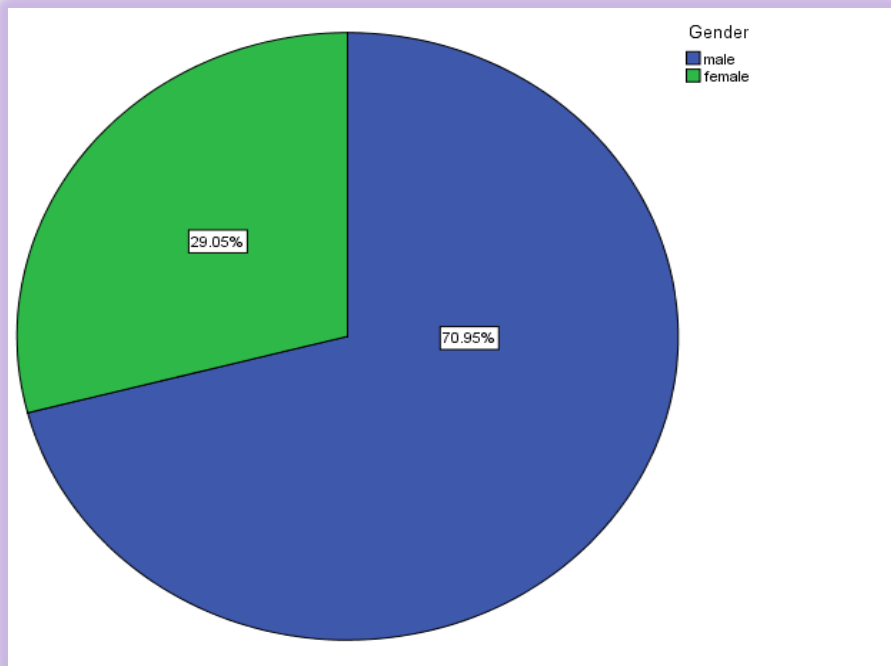
4.2 Response rate of respondents

Response rate is the percentage of respondents in the sample who completed and returned the survey. In this study one hundred eight four (184) questionnaire were for distributed employees. Out of which one hundred seventy nine (179) were completed and retrieved successfully. The response rate was 92.28%.

4.3 Respondents personal information

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

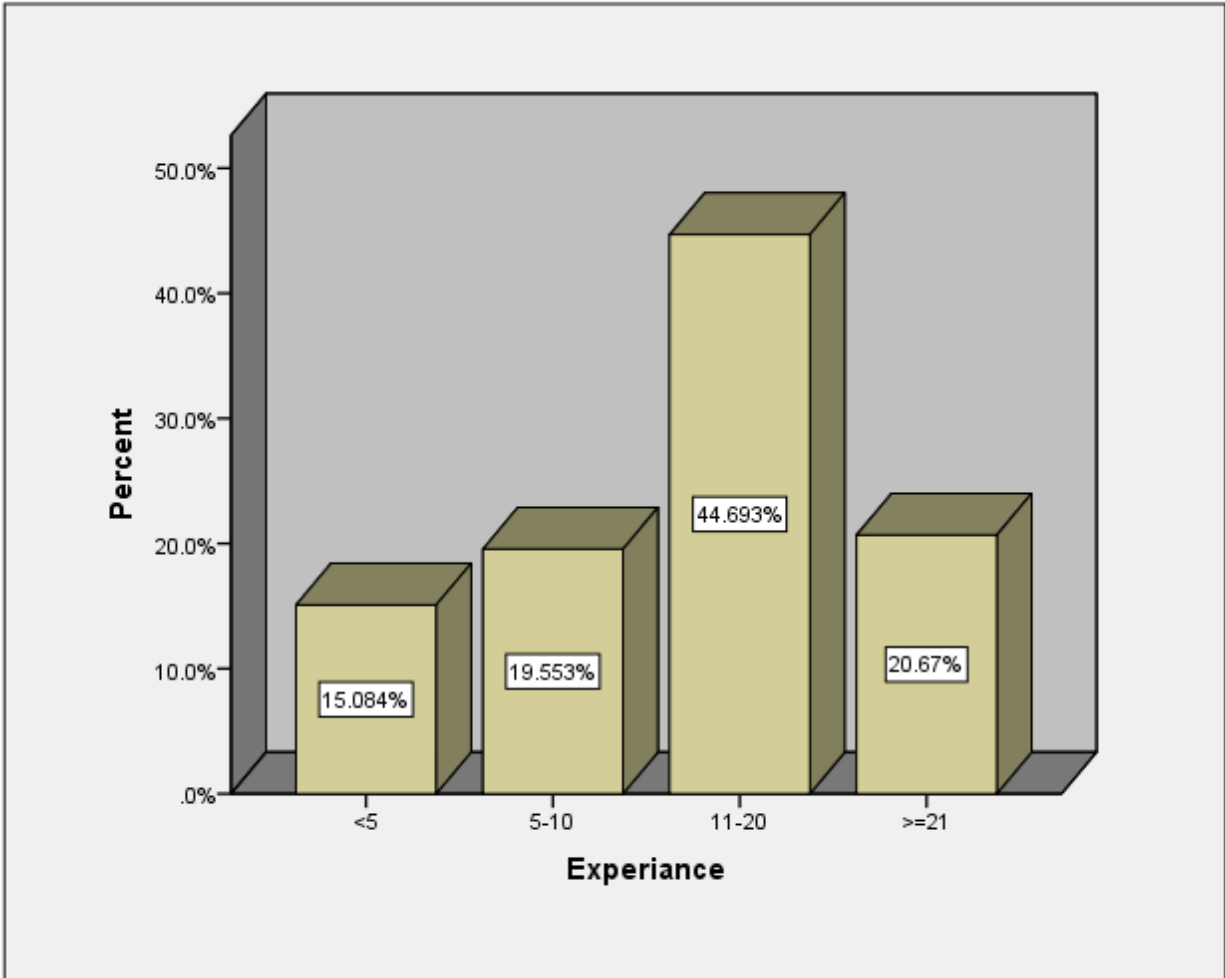
Figure 4.3.1: Frequency distribution of respondents based on gender



Source: Own Survey, computed in SPSS, 2018

Based on the data collected 29.05% of the respondents are females while the rest 70.95% of them are males. This shows the number of male employees dominates the number of female employees in this study.

Figure 4.3.2 working Experience



Source: Own Survey, computed in SPSS, 2018

As presented in the above Figure, 15.08 % of the respondents have been working in the EEP for less than five year. Moreover, 19.55% of them have been serving the church for 5-10 years and 44.69% of the respondents have been working for 11-20 years and 20.67% of them have been working in for more than 20 years. Most of the respondent are have more than 5 years' experience.

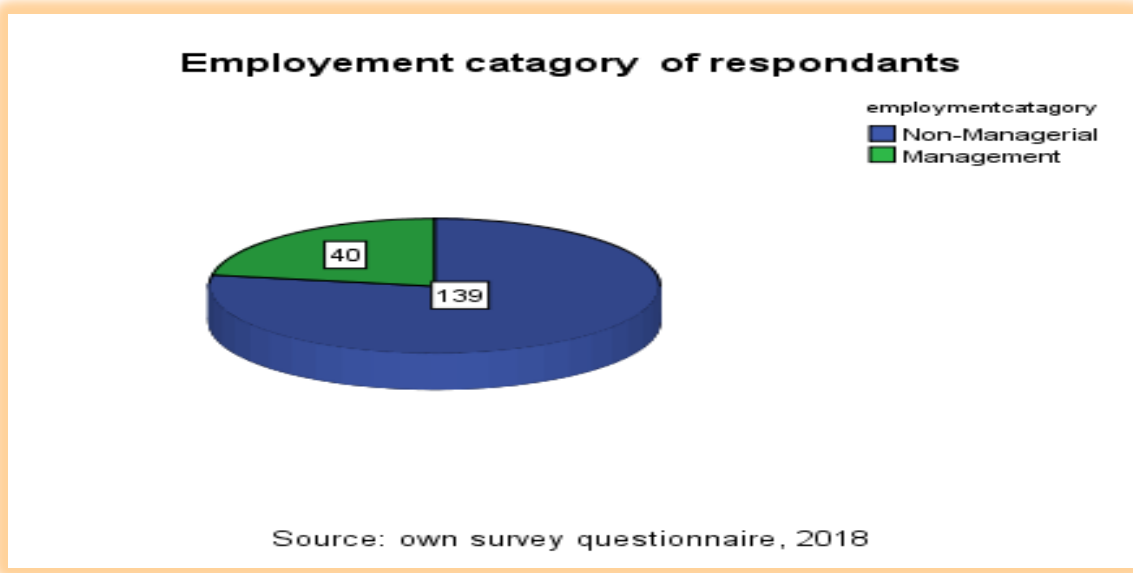
Table 4.3.1 Age and educational background of respondents

Variable	Categories	frequency	Percent
Age of Respondents	Below25	12	6.7
	26-35	81	45.3
	36-45	55	30.7
	Above46	31	17.3
	Total	179	100
Educational qualification	BA/BSC	153	85.5
	MA/MSc	26	14.5
	Total	179	100

(Source: own survey of questioner, 2018)

As we can see in the above table that nearly 76 % of the respondents are under 45 years old and 85.5% of the respondents have bachelor (1st) degree and 14.5% of the respondents have master's degree. Based on this the above data it's possible to say that most of the respondents were 1st degree holders.

Figure 4.3.3 Job Category of respondents



From this figure we can see that 139 (77.65 %) of the respondents work as professional employees or non-managerial position the rest 40 (22.35%) are working in managerial position.

4.4 Analysis and interpretation of data concerning the recruitment and selection practices

Table 4.4.1 HR planning

Question1	Valid	Frequency	Percent	Valid percent	cumulative Percent	Mean	standard deviation
There is a proper planning for recruitment and selection process	strongly disagree	111	62.6	62.6	62.6	1.83	1.326
	disagree	31	17.2	17.2	79.9		
	Neutral	6	3.4	3.4	83.2		
	Agree	14	7.8	7.8	91.1		
	Strongly Agree	16	8.9	8.9	100		
	Total	179	100	100			
Line managers properly identify their HR needs and communicate to the HR department timely.	strongly Disagree	23	12.8	12.8	12.8	3.09	1.291
	disagree	46	25.7	25.7	38.5		
	Neutral	28	15.6	15.6	54.2		
	Agree	56	31.3	31.3	85.5		
	strongly agree	26	14.5	14.5	100		
	Total	179	100	100			
HR conducts analyses of internal human resources (skills, knowledge, ability and education) and how well they link these to projected needs.	strongly Disagree	38	21.2	21.2	21.2	2.34	0.989
	disagree	70	39.1	39.1	60.3		
	Neutral	44	24.6	24.6	84.9		
	Agree	26	14.5	14.5	99.4		
	strongly agree	1	0.6	0.6	100		
	Total	179	100	100			
Position objectives, requirements and candidate specifications are clearly defined	strongly Disagree	68	38	38	38	2.17	1.317
	disagree	57	31.8	31.8	69.8		
	Neutral	25	14	14	83.8		
	Agree	5	13.4	13.4	97.2		
	strongly agree	5	2.8	2.8	100		
	Total	179	100	100			
Overall planning mean score						2.47	.779

(Source: Own questionnaire survey, 2018)

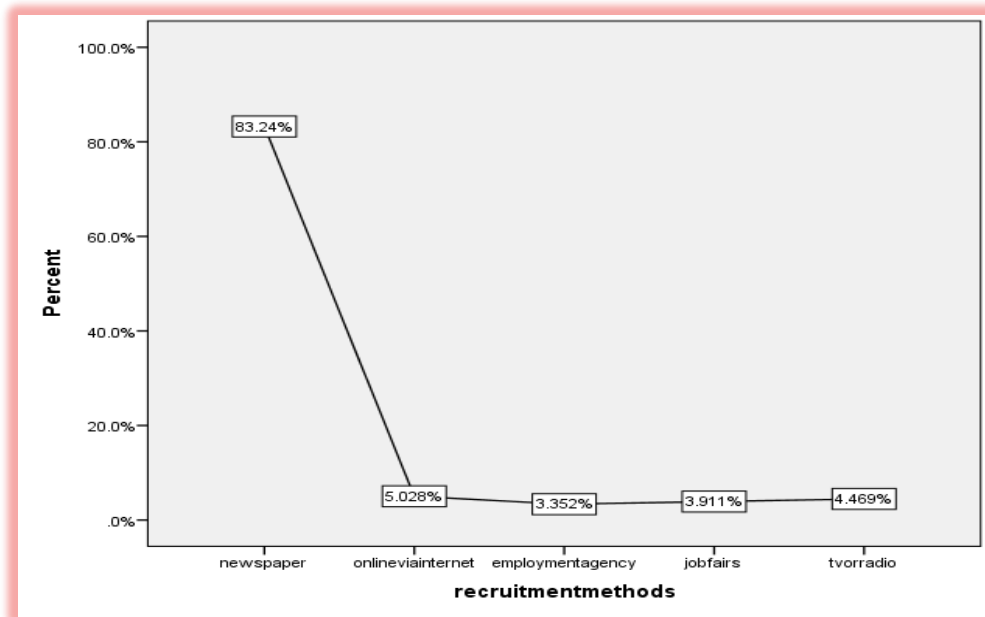
From the above table 4.41, it is observed that overall HR planning scored mean and standard deviation of 2.47 and .771 respectively. It also shows that, among HR planning items, the highest score is mean and standard deviation of 3.09 and 1.291 respectively for the item “Line managers properly identify their HR needs and communicate to the HR department timely” and fall around

the average mean score. The other items scores are below the average mean, which are: - “there is proper planning for the recruitment and selection process” (mean= 1.83 and SD= 1.326), “Position objectives, requirements and candidate specifications are clearly defined” (mean= 2.17 and SD=1.317) and “HR conducts analyses of internal human resources (skills, knowledge, ability and education) and how well they link these to projected needs.” (Mean= 2.34andSD= .989).

Based on the above data, employees evaluated HR planning in EPP, as practice of recruitment and selection, below the midpoint with mean of 2.47. Therefore, it can be observed that there is a significant gap in conducting internal HR analysis or identifying the demand and available human resource in the organization to forecasting HR needs. This problem is also linked with lack of proper planning for recruitment and selection process to be more realistic, if an organization has effective HR planning helps the company to prepare ahead of time for these vacancies rather than acting in a reactionary manner when an employee resigns unexpectedly. Thus, EEP lack such an advantage in this case.

As per interviewees response concerning proper planning for recruitment and selection process they said they have a plan however it is difficult to work in accordance with plan because of the influence of government, top level management and urgency work/project

Figure 4.3.4 recruitment methods



Concerning which methods EEP use to attract candidate or inform about vacancy majorities were 83.24% by advertisement in new paper, 4.45.% radio TV ,3.34% employment agencies, 3.91% job fairs and 5.02% online via internet as per interview that majority of the respondents said that local newspapers and posting vacancies on the notice board are the most used methods for recruitment .According to interview the response indicate that EEP used new paper most of the time jobs are announce by Addis Zemen Newspaper for external vacancy and job posting for internal vacancy .

Moreover, the current study’s result is in line with the research findings reported by Mavis Adu Darkoh (2014) the construction industry in Ashanti region in Kenya ,which showed a newspaper advertizing the most frequently used recruitment method among the others recruitment methods.

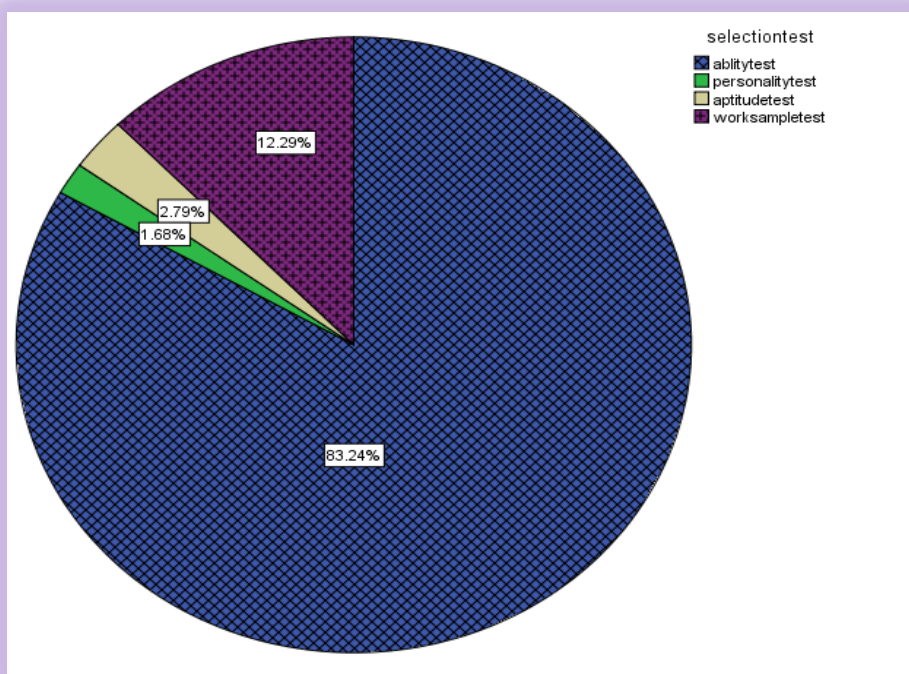


Figure 4.3.5 types of selection test

As shown in the above figure 83.24% of respondents said ability test is used as selection methods the rest 12.29%, 2.79% are said work sample test and aptitude test respectively .the data shown the personality test are the least selection test used.

Table 4.4.2 Attracting candidate

Question	Valid	Frequency	Percent	Valid percent	cumulative Percent	Mean	standard deviation
Hiring office clearly defines the requirements and candidate specifications in the recruitment process	strongly disagree	57	31.8	31.8	31.8	2.51	1.334
	disagree	47	26.9	26.9	58.1		
	Neutral	8	4.9	4.9	62.6		
	Agree	61	34.1	34.1	96.6		
	Strongly Agree	6	3.4	3.4	100		
	Total	179	100	100			
Time taken for the recruitment is quick and applicants are informed on time	strongly disagree	63	35.2	35.2	35.2	2.02	0.98
	disagree	69	38.5	38.5	73.7		
	Neutral	30	16.8	16.8	90.5		
	Agree	15	8.4	8.4	98.9		
	Strongly Agree	2	1.1	1.1	100		
	Total	179	100	100			
HR provides an adequate pool of quality applicants.	strongly disagree	45	25.1	25.1	25.1	2.36	1.099
	disagree	63	35.2	35.2	60.3		
	Neutral	37	20.7	20.7	81.0		
	Agree	30	16.8	16.8	97.8		
	Strongly Agree	4	2.2	2.2	100		
	Total	179	100	100			
The current recruitment process of the EEP focuses more on internal sources Over all attracting mean score practice	strongly disagree	8	4.5	4.5	4.5	3.5	1.041
	disagree	24	13.4	13.4	17.9		
	Neutral	44	24.6	24.6	42.5		
	Agree	77	43	43	85.5		
	Strongly Agree	26	14.5	14.5	100		
	Total	179	100	100			
						2.50	.736

Source: Own questionnaire survey, 2018

The above table illustrates that the overall attracting as recruitment and selection practice, score mean and standard deviation of 2.50 and .736 respectively. When we look in to the items, the highest score item is “The current recruitment process of the EEP focuses more on internal sources” with mean and standard deviation score of 3.5 and 1.04 followed by “Hiring office clearly defines the requirements and candidate specifications in the recruitment process” mean= 2.51 and SD=1.334. Whereas, “HR had provides an adequate pool of quality applicants.”

(Mean= 2.36 and SD= 1.099) and “Time taken for the recruitment is quick and applicants are informed on time” (mean= 2.02 and SD= .98) scored below average. This finding also pointed out by Feyisa Gebisa (2016) in Nifas silk lafto sub-city health office ,the study found (84.9%) of the respondent’s response that the time taken for the recruitment is not quick and the applicants were not informed on the time.

Based on the result, it is observed that, EEP use more internal source than external source, recruitment practices are not provided adequate qualified applicants and also it time taking process. The interview conducted with HR director and hiring manager also indicate that organization give a priority for internal source. Jobs are advertising only when there is no qualified applicant inside the organization. The practice is in line with recruitment police and procedure of EEP.

Table 4.4.3 Selection

QuestionI	Valid	Frequency	Percent	Valid percent	cumulative Percent	Mean	standard deviation
The content of the exam is related to the job.	strongly disagree	13	7.3	7.3	7.3	3.77	1.259
	disagree	28	15.8	15.8	22.9		
	Neutral	5	2.8	2.8	25.7		
	Agree	75	41.9	41.9	67.6		
	Strongly Agree	58	32.4	32.4	100		
	Total	179	100	100			
interview is used as selection tools to select candidate	strongly disagree	91	50.8	50.8	50.8	1.92	1.231
	disagree	54	30.2	30.2	81.2		
	Neutral	2	1.1	1.1	94.4		
	Agree	22	12.3	12.3	94.4		
	Strongly Agree	10	5.6	5.6	100		
	Total	179	100	100			
New recruits join the EEP, adequately oriented about the job and receive follow up	strongly disagree	52	29.1	29.5	29.5	2.2	1.074
	disagree	69	38.5	39.2	68.8		
	Neutral	26	14.5	14.8	83.5		
	Agree	26	14.5	14.8	98.3		
	Strongly Agree	3	1.7	1.7	100		
	Total	176	98.3	100			
Overall selection mean		3	1.7	100		2.6	.733

Source: Own questionnaire survey, 2018

The above table 4.4.3 illustrates that the overall selection practice, score mean and standard deviation of 2.6 and .733 respectively. When we look in to the items, the highest score item is “The content of the exam is related to the job.” with mean and standard deviation score of 3.77 and 1.259 followed by “New recruits join the EEP, adequately oriented about the job and receive follow up” (mean= 2.2 and SD= 1.074) and “interview is used as selection tools to select candidate” mean= 1.92 and SD=1.231 Whereas scored below average and fall in disagreement level .Based on the result, it is observed that, EEP didn’t provide adequately job oriented and follow up for newly recruited and prompted employees and didn’t used interviews as a selection tools.

EEP recruitment and selection procedure state that among the three selection tools interview is one of it, which is given weight 35 point out of 100. However finding of this study indicated that interview were used as selection tools rarely.

Table 4.4.4 recruitment and selection police and procedure

Question	Valid	Frequency	Percent	Valid percent	cumulative Percent	Mean	standard deviation
EEP has clear and rigorous policies on recruitment and selection	strongly disagree	23	12.8	12.8	12.8	2.89	1.043
	disagree	29	16.2	16.2	29.1		
	Neutral	82	45.8	45.8	74.9		
	Agree	35	19.6	19.6	94.4		
	Strongly Agree	10	5.6	5.6	100		
	Total	179	100	100			
The recruitment and selection policies and procedures are easy to interpret and they are revised periodically	strongly disagree	27	15.1	15.1	15.1	2.57	0.971
	disagree	55	30.7	30.7	45.8		
	Natural	68	38	38	83.8		
	Agree	26	14.5	14.5	98.3		
	Strongly Agree	3	1.7	1.7	100		
	Total	179	100	100			
I am aware of the formal policies and procedures of recruitment and selection of the EEP.	strongly disagree	82	45.8	45.8	45.8	1.99	1.202
	disagree	57	31.8	31.8	77.7		
	Neutral	5	2.8	2.8	80.4		
	Agree	29	16.2	16.2	96.6		
	Strongly Agree	6	3.4	3.4	100		
	Total	179	100	100			

EEP gives equal opportunity for all applicants without any discrimination	strongly disagree	14	7.8	7.8	7.8	3,75	1.332
	disagree	33	18.4	18.4	26.3		
	Neutral	39	1.7	1.7	27.9		
	Agree	63	35.2	35.2	63.1		
	Strongly Agree	66	36.9	36.9	100		
	Total	179	100	100			
Human Resource Department is adhered to these policies and procedures	strongly disagree	45	25.1	25.1	25.1	2.59	1.226
	disagree	43	24.1	24.1	49.2		
	Neutral	40	22.3	22.3	71.5		
	Agree	44	24.6	24.6	95.5		
	Strongly Agree	8	4.5	4.5	100		
	missing system	1	0.6	100			
	Total	179	100				
Overall Police and procedure					2.57	.742	

(Source: Own questionnaire survey, 2018)

As the above table 4.4.4 depicts, except one item only, all items are fall below average. Among the 5 items, “EEP gives equal opportunity for all applicants without any discrimination” item gets the highest score with mean and standard deviation of 3.75 and 1.332 respectively. “EEP has clear and rigorous policies on recruitment and selection” also get the second highest score (mean= 2.89 and SD= 1.043) and remain slightly below the midpoint. The table 4.4.4 also portrays Human Resource Department is adhered to these policies and procedures, remains below average with mean and standard deviation of 2.59 and 1.225 respectively. Furthermore, the item to gauge whether The recruitment and selection policies and procedures are easy to interpret and they are revised periodically, scored mean of 2.57 and standard deviation of .97, whereas, “aware of the formal policies and procedures of recruitment and selection of the EEP.” is the lowest scored item (mean= 1.99 and SD= 1.202). The overall recruitment and selection police and procedure scores are mean and standard deviation of 2.57and.742respectively. Based on the finding of data the majority of the respondents are not aware of the police and procedure of recruitment and selection.

This result is also in line with the study finding of Tbelts H/Michael. (2015) who was studied recruitment and selection Practices at Ethiopian Institute of Architecture, Building Construction and City Development. In her study the finding denoted that majority of respondent were not aware of their organization recruitment and selection polices.

Table4.4.5 Job analysis

Question	Valid	Frequency	Percent	Valid percent	cumulative Percent	Mean	standard deviation
EEP clearly defines position objectives, the requirements and candidate specifications in the recruitment process.	strongly disagree	24	13.4	13.4	13.6	2.82	1.127
	disagree	48	26.8	27.1	40.7		
	Neutral	50	27.9	28.2	68.9		
	Agree	45	25.1	25.4	94.4		
	Strongly Agree	10	5.6	5.6	100		
	missing system	2	1.1	100			
	Total	179	100				
Job specification is up-to-date and Consistent with requirements of the job.	strongly disagree	33	18.4	18.4	18.4	2.5	1.057
	disagree	61	34.1	34.1	52.5		
	Neutral	55	30.7	30.7	83.2		
	Agree	23	12.8	12.8	98.9		
	Strongly Agree	7	3.9	3.9	100		
	Total	179	100	100			
There is a match between the job descriptions and actual responsibilities of employees.	strongly disagree	14	7.8	7.8	7.8	2.77	0.822
	disagree	42	23.5	23.5	31.3		
	Neutral	97	54.2	54.2	85.5		
	Agree	24	13.4	13.4	98.9		
	Strongly Agree	2	1.1	1.1	100		
	Total	179	100	100			
I receive the job description after getting hired Overall job analysis	strongly disagree	110	61.5	61.5	61.5	1.53 2.4	0.85 .705
	disagree	57	31.8	31.8	93.3		
	Neutral			5.6	98.9		
	Agree	10	5.6	1.1	100		
	Strongly Agree	2	1.1	100			
	missing system	179	100				
	Total						

Source: Own questionnaire survey, 2018

As shown in the above table 4.4.5 the mean and standard deviation scores for each of the job analysis items are ranked by respondents as “EEP clearly defines position objectives and the requirements and candidate specifications in the recruitment process.” 2.82and1.127; “There is a match between the job descriptions and actual responsibilities of employees” has 2.5 and 1.057. In addition to this, the item to gauge whether employees are receive the job description after

getting hired or promoted scored mean and standard deviation of 1.53 and .85 respectively, which is far behind the average.

Based on the above data, it is also learned that the almost all employee are not received JD and they don't know their duties and responsibility which the organization expect from them.

Table 4.4.6HR Competency

Question	Valid	Frequency	Percent	Valid percent	cumulative Percent	Mean	standard deviation
The HR staff has the required competency and expertise for the quality of consulting they provide.	strongly disagree	96	53.6	53.6	1.	1.74	1.024
	disagree	57	31.6	31.6	85.6		
	Neutral	7	3.9	3.9	89.4		
	Agree	15	8.4	8.4	97.8		
	Strongly Agree	4	2.2	2.2	100		
	Total	179	100	100			
The HR staff is accessible for support and assistance	strongly disagree	70	39.1	39.1	39.1	2.20	1.259
	disagree	55	30.7	30.7	69.8		
	Neutral	9	5	5	74.9		
	Agree	39	21.8	21.8	96.6		
	Strongly Agree	6	3.4	3.4	100		
	Total	179	100	100			
The HR staff is responsive to your needs.	strongly disagree	68	38	38	38	2.09	1.165
	disagree	66	36.9	36.9	74.9		
	Neutral	10	5.6	5.6	80.4		
	Agree	30	16.8	16.8	97.2		
	Strongly Agree	5	2.8	2.8	100		
	Total	179	179	100			
The HR Department is results-oriented (measuring and communicating the effectiveness of its services and program). Overall HR competency	strongly disagree	30	16.8	16.7	16.8	2.5	0.979
	disagree	61	34.1	34.1	50.8		
	Neutral	57	31.8	31.8	82.7		
	Agree	30	16.8	16.8	99.4		
	Strongly Agree	1	0.6	0.6	100		
	Total	179	179	100			
						2.26	.756

Source: Own questionnaire survey, 2018

As shown in the above table 4.4.6 the mean and standard deviation scores for each of items are ranked by respondents as "HR Department is results-oriented"2.5 and .979; "The HR staff is accessible for support and assistance." has 2.20and1.259. In addition to this, the item to gauge whether The HR staff is responsive or not to the employees needs reveled that a mean and

standard deviation of 2.09 and 1.165 respectively, and last score on the item respondents were asked The HR staff has the required competency and expertise for the quality of consulting they provide or not score mean and standard deviation of 1.74 and 1.259 which is below the average. Based on the above data, it is also learned that the competence of HR staff of EEP are questionable especially concerning their responsiveness.

Table 4.4.7 Evaluation of recruitment and selection practices

Question	Valid	Frequency	Percent	Valid percent	cumulative Percent	Mean	standard deviation
The EEP gives equal opportunity for all applicants without any discrimination	strongly disagree	18	10.1	10.1	10.1	3.51	1.267
	disagree	20	11.2	11.2	21.2		
	Neutral	29	16.2	16.2	30.4		
	Agree	65	36.3	36.3	73.7		
	Strongly Agree	47	26.3	26.3	100		
	Total	179	100	100			
The recruitment methods used by EEP enable to attract qualified & competent candidate	strongly disagree	33	18.4	18.4	18.4	2.56	1.087
	disagree	58	32.4	32.4	50.8		
	Neutral	48	26.8	26.8	77.7		
	Agree	35	19.6	19.6	97.2		
	Strongly Agree	5	2.8	2.8	100		
	Total	179	100	100			
Process owners/line manager participate in the selection	strongly disagree	22	12.3	12.3	12.3	2.83	1.047
	disagree	43	24	24	36.3		
	Neutral	63	35.2	35.2	71.5		
	Agree	45	25.1	25.1	96.6		
	Strongly Agree	6	3.4	3.4	100		
	Total	179	100	100			
The selection is fair and free from bias	strongly disagree	37	20.7	20.7	20.7	2.56	1.147
	disagree	55	30.7	30.7	51.4		
	Neutral	45	25.1	25.1	76.5		
	Agree	34	19	19	95.5		
	Strongly Agree	8	4.5	4.5	100		
	Total	179	100	100			
EEP follows the recruitment and selection policy and procedure	strongly disagree	73	40.8	40.8	40.8	2.38	1.386
	disagree	36	20.1	20.1	60.9		
	Neutral	5	2.8	2.8	63.7		

	Agree	59	33	33	96.6		
	Strongly Agree	6	3.4	3.4	100		
	Total	179	100	100			
The selection criteria are transparent (well-known)	strongly disagree	68	38.0	38.0	38.0	2.00	1.006
	disagree	62	34.6	34.6	72.6		
	Neutral	33	18.4	18.4	91.1		
	Agree	13	7.3	7.3	98.3		
	Strongly Agree	3	1.7	1.7	100		
	Total	179	100	100	12.3		
The recruitment and selection process is monitored to ensure fairness and transparency	strongly disagree	22	12.3	12.3	12.3	2.69	1.006
	disagree	55	30.7	30.7	43		
	Neutral	63	35.2	35.2	78.2		
	Agree	34	19	19	97.2		
	Strongly Agree	5	2.8	2.8	100		
	Total	179	100	100			
Overall evaluation					2.6	.729	

(Source: Own questionnaire survey, 2018)

The above table 4.47 demonstrates evaluation of recruitment and selection practices and respondents score for each item. In this regard, as the above table depicts EEP gives equal opportunity for all applicants without any discrimination is the highest with mean and standard deviation of (Mean= 3.51 and SD= 1.267). The table also reveals that, the other two items are falling undecided. Accordingly, , The recruitment and selection process is monitored to ensure fairness and transparency (mean=2.69 and 1.006), and Process owners/line manager participate in the selection (mean = 2.83 and 1.047) .The recruitment methods used by EEP enable to attract qualified & competent candidate (mean= 2.56 and SD=1.087) and The selection is fair and free from bias (mean= 2.56 and 1.147) scored below the midpoint but they are not far from the average, whereas, The selection criteria are transparent (well-known) is the lowest of all item with mean and standard deviation of 2.00 and 1.006 respectively.

Over all evaluation of recruitment and selection practice score with mean and standard deviation of (mean= 2.6 and SD=.729). As the figure shows it is below average so recruitment and selection practice of EEP is not effective in some item such as selection criteria transparency and method used to attract applicant. In addition to this the finding revealed that here is a problem in

transparency and biasness of selection process. On the other hand the findings also show in EEP there is equal employment opportunity.

Table 4.4.8 Effectiveness of recruitment and selection

Question	Valid	Frequency	Percent	Valid percent	cumulative Percent	Mean	standard deviation
The recruitment and selection process take short time	strongly disagree	96	53.6	53.6	53.6	1.63	0.867
	disagree	69	38.5	38.5	92.2		
	Neutral	1	0.6	0.6	92.8		
	Agree	11	6.1	6.1	98.9		
	Strongly Agree	2	1.1	1.1	100		
	Total	179	100	100			
The work I do is fit with my qualification and capability	strongly disagree	26	14.5	14.5	14.5	2.82	1.117
	disagree	46	25.7	25.7	40.2		
	Neutral	47	26.3	26.3	66.5		
	Agree	54	30.2	30.2	96.5		
	Strongly Agree	6	3.4	3.4	100		
	Total	179	100	100			
The recruitment and selection process is cost effective	strongly disagree	92	51.4	51.4	51.4	1.88	1.117
	Disagree	53	29.6	29.6	81.0		
	Neutral	4	2.2	2.2	83.4		
	Agree	24	13.4	13.4	96.6		
	Strongly Agree	6	3.4	3.4	100		
	Total	179	100	100			
Existing employees are always consider for vacancies(other job)	strongly disagree	16	8.9	8.9	8.9	3.45	1.239
	Disagree	31	17.3	17.3	26.3		
	Neutral	33	18.4	18.4	44.7		
	Agree	63	35.2	35.2	79.9		
	Strongly Agree	36	20.1	20.1	100		
	Total	179	100	100			
I am satisfied with recruitment and selection process	strongly disagree	46	25.7	25.7	25.7	2.28	1.067
	Disagree	69	38.5	38.5	64.2		
	Neutral	35	19.6	19.6	83.8		
	Agree	25	14	14	97.8		
	Strongly Agree	4	2.2	2.2	100		
	Total	179	100				
Overall effectiveness						2.402	.593

(Source: Own questionnaire survey, 2018)

As shown in the above table the first item score a mean and standard deviation the lowest of all item (mean= 1.63 and SD=.867) respectively. Existing employees are always consider for

vacancies (other job), work fit with my qualification and capability score a mean and standard deviation around a midpoint and slightly below average (mean= 3.45 and SD=1.239) and (mean= 2.82 and SD=1.117) respectively. The rest two item the cost effectiveness and satisfaction level of respondents about recruitment and selection process are scored below average (mean= 1.88 and SD=1.117) and (mean= 2.28 and SD=1.067) respectively.

The result of finding revealed that (92.2%) with mean score 1.63 and standard deviation of .867 respondents believed that recruitment and selection process long time taking process, and (64.2 %)with mean 2.28 respondents are not satisfied with the process of recruitment and 81% of the respondents believed that the recruitment and selection process of EEP is not cost effective. The interviewee were asked their perception on effectiveness of EEP recruitment and selection practice accordingly, interviewees conformed that it is ineffective especially in terms of time but there are a lot of reason for being ineffective ,unavailability of update employees database, all process done manually and high level of work load .

CHAPTER FIVE SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Major Findings

In this study, the researcher was interested in assessing the recruitment and selection practice Electric Power. Accordingly, to meet the research objective, the researcher collected data from sample respondents; and analyzed the collected data through descriptive statistics. By doing so, the following major findings were obtained.

The demographic characteristics of the respondents indicate that, majority of employees 70.9% were male and the remaining 29.1% were female. With regard to age category, the highest share of respondents, (45.3%), fall under the age group of 26-35. Moreover, (82.7%) are below 45 years of age, which means majority of respondents are at the young age group.

The study also found that, academically, majority of respondents, who account 85.5% Hold first degree and above. With regard to organizational tenure, majority of the respondents (44.7%) have organizational tenure of 11- 20 years. Based on the job category classification, 77.7% non-management or professional level and rest 22.3% were managerial position.

The finding indicates that majority of respondents 79.9% agreed that there is no proper planning for the recruitment and selection process. In addition to this (60.3%) of the respondents believed that HR did not conducted analysis to forecast the need of human resources.

The study found 73.7% of respondents believed that the recruitment process is taking long time and applicants are not informed on time. Majority of respondents (57.5%) also revealed that the recruitment process of the EEP focuses more internally than externally.

The finding indicates that majority of respondents conformed that interview was not used as selection tool. Most of (68.8 %) employees of respondents did not get job orientation and follow-up during promotion or newly recruited.

The collecting data indicates that most of the employees 69.3% are not aware of the formal policies and procedures of recruitment and selection. Most respondents perceived that HR department not adhered to polices and procedure.

More than half employees perceived that job specification is not up-to-date and not Consistent with requirements of the job. Considering whether job description and its responsibilities match or not the majority (54.2%) of the respondents were neutral. furthermore the majority 93.3% said they did not received job description while they are newly recruited or promoted.

Majority (89.6%) of respondents believed that HR staff didn't have required competence and expertise and (74.9%) believed that also they are not responsive to employee's needs. Beside to this almost half of employees believed that HR department was not result oriented.

Almost half of employees believed that the method EEP used is not effective to attract competent candidate. Majority (51.4%) employees agreed that the selection is not fair and free from bias. Furthermore (72.6%) the selection criteria of EEP aren't transparent.

The result in the data analysis of recruitment and selection practice effectiveness shows that (92.2%) respondents agreed that the recruitment and selection process take a long time. Most respondents (81%) considered recruitment and selection processes is not cost effective. Beside that (64.2%) employees are not satisfied with the recruitment and selection process. Not only this but also nearly half percent of employees believed that the work they do is not fit with their qualification.

5.2. Conclusions

Among different types of recruitment methods EEP use only a single recruitment (new paper) to advert vacancy for external vacancy and used only on board or job posting for internal vacancy. Regarding selection test the study indicate that ability test and work sample test are mostly used and personality test is the least used.

There is no proper planning for the recruitment and selection process. Accordingly job description and specification aren't clearly defined. Beside this HR didn't conduct analysis of internal analysis. This clearly indicates that it is impossible to be effective in recruitment and selection process without proper planning.

Even if the police of EEP state “EEP strive for transparent ,cost effective and timely selection and hiring process” in contrary the practices reveled that selection criteria used by EEP is not transparent .this lead to biasness and employee will loss trust this finally lead dissatisfaction as a result lost commitment. According to the finding of this study EEP did not provides job description for its employees.

This study finding shows that there is lack of awareness on recruitment and selection polices and procedure. In addition this there is a dalliance in recruitment process.

Based on the findings of the study recruitment and selection practice EEP is not effective in cost of hire, time to fill, quality of hire, satisfaction level of both hiring manager and employees and intent to leave. Overall assessment of recruitment and selection shows there is a gap need to improvement. The response of the interviewee conform that they didn’t measure the effectiveness of recruitment and selection and also there is no standards that measure effectiveness in the organization.

There is Lack of awareness at departmental level about the recruitment and selection procedures. This would negatively affect the recruitment and selection process of potential candidates for the position.

In addition recruitment and selection is a sensitive human resource function which if not clearly defined, can lead to dissatisfaction of all the stakeholders involved in administration therefore ,there should be a well-structured selection policy for purposes of efficiency in the whole process of recruitment and selection. The selection policy should be strictly adhered to. However the study revealed that HR department not adhered to those police.

According to the study HR staffs are not responsive and supportive but also most respondents are uncertainty about HR staff competency.

5.3 Recommendation

Based on the findings and conclusions of the study obtained above, the researcher has forwarded the following recommendations.

The enterprise should diversify the vacancy announcements channel from only newspapers to audio/visual media, job fairs, employment agency, e-recruitment and selection according to the situation but now a day’s e-recruitment is the most effective and widely used methods all over

the world (vacancy announcement via internet) which can help in cutting costs and covering larger population. The office should timely based recruitment process and the applicants who are interested in working for the office inform on the time. Use online recruitment and selection method to recruit and select people through the use of internet. Online recruitment and selection is effective in terms of time to hire reduction, recruitment and administration cost saving. Apart from this, it is also identified that online recruitment is also effective in terms of developing competitive edge for the firms by developing market image and attaining quality candidates.

EEP should provide job orientation and follow up for the new employees. The office should provide job description in written form for the employees so that they can easily know whether job description and responsibilities is match and accurately related to job content, environment and condition employment.

EEP should have to clearly define candidate specifications, duties and responsibilities in the recruitment process. It encourage qualified applicant to apply and it discourage unqualified one. In other word it save the time and labor cost spending on register large number of unqualified applicants.

Provide training for HR employees on customer handling system and refreshing course on recruitment and selection in order to be upgrading their skill and knowledge about the services they offer.

EEP should create a mechanism to increase the awareness of employees about the recruitment and selection policy and procedures through on-job and off-job training since the Institutes survival and existence depends on the human.

EEP should have a proper plan for recruitment and selection and conducting internal analysis. Planning helps in forecasting the future needs of the manpower and not only this, but it also helps in anticipating the vacancies arising in the near future. furthermore HRP reduces the wastage of manpower; bridge up the employees gaps; rapid charge in technology, organization design and structure; Govt. policy, labor laws and demographic charges and introduction of computer, automatic machineries etc. usually having proper planning of recruitment is important because the cost of bad recruitment decision can be very high in terms of both time and cost.

Develop and implement HRIS (Human Resource Information System), which is a computer based information system for managing the administration of recruitment and selection process and other HR procedures. This will assist to improve the quality of information available, reduce administrative burden on the HR department ,improve speed at which information available ,improve flexibility of information to support business planning, productivity ,service to employees, reduce operations costs, aid human capital reporting and finally manage people's working time more effectively

EEP should evaluate and measure the effectiveness of its recruitment and selection practice by developing standards which are measuring recruitment and selection methods and tools effectiveness. It will help to understand their strengths and weaknesses of the methods, source, quality, cost-effectiveness and overall efficiency of organization's recruitment and selection practices.

5.4 Limitation of the Study and Suggestions for Future Studies

There is limitation with regard to sample in which the target population contains professional employees who have supervisory, administrative or strategic exposure in the business and managers who are working at head office. However, the finding of the research might be different includes sample from all branches, region of Ethiopian Electric Power Enterprise. It suggested that the future research should be broadened by including other branches and office which are located in different regions of the country.

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ANNEX: I QUESTIONNAIRE

ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF COMMERCE

Questionnaire

This questionnaire is intended to collect primary data used for thesis entitled “ASSESEMENT OF RECRUITMENT AND SELECTION PRACTICE IN EEP” in partial fulfillment of requirement for Masters of Arts Degree in Human Resource Management. Your participation in giving reliable information is important for the success of this study. So, I respectfully request your kind cooperation in answering the questions as clearly as possible. I would like to assure you that the **information you provide will be used for academic purpose only and all responses will be treated in strict confidentiality.**

- Please put “√” mark in the box to the point which highly reflect your idea;
- Your honest and unbiased response will greatly contribute for the research to achieve its objective and there is no need to write your name.

I would like to thank you in advance for giving me your time to fill this questionnaire.

If you have any comment and questions you can contact me through the following address;
Telephone **0911153549**

Part One: Biographical Information

- | | | |
|---|-------------------|----------------------|
| 1. Gender: | Male | <input type="text"/> |
| | Female | <input type="text"/> |
| 2. Age: | 25 or below | <input type="text"/> |
| | 26-35 | <input type="text"/> |
| | 36-45 | <input type="text"/> |
| | ≥46 | <input type="text"/> |
| 3. Educational Background: | BA/BSC Degree | <input type="text"/> |
| | MA/MSC | <input type="text"/> |
| | PHD | <input type="text"/> |
| 4. How long you have been serving in EEP? | Less than 5 years | <input type="text"/> |
| | 5 - 10 years | <input type="text"/> |

11 - 20 years

≥21 years

5. Please specify your current Job Title _____

6. Please specify your department(process) _____

No.	Description	Strongly Disagree(1)	Disagree(2)	Neutral(3)	Agree(4)	Strongly Agree(5)
	HR Planning					
1	There is a proper planning for recruitment and selection process					
2	Line managers properly identify their HR needs and communicate to the HR department timely.					
3	HR conducts analyses of internal human resources (skills, knowledge, ability and education) and how well they link these to projected needs.					
4	Position objectives, requirements and candidate specifications are clearly defined?					
	Attracting Candidates					
1	Hiring office clearly defines the requirements and candidate specifications in the recruitment process					
2	Time taken for the recruitment is quick and applicants are informed on time					
3	HR provides an adequate pool of quality applicants.					
4	The current recruitment process of the EEP focuses more on internal sources					
	Selection					
1	The content of the exam is related to the job.					
2	interview is used as selection tools to select candidate					
3	New recruits join the EEP, adequately oriented about the job and receive follow up					

Please put “√” mark in space provided

Which recruitment methods do EEP use to announce the job opening?

1. Advertising in newspapers & magazines----
2. Visual and/or audio media (radio, TV) -----
3. Employment agencies-----
4. On-line via the Internet-----
5. Job fairs and the use of college recruitment-----

II .Which selection test do EEP use during selecting candidates?

- 1 Ability test-----
- 2 Personality test -----
- 3 Aptitude test -----
- 4Work sample test-----

	Recruitment & Selection policy	Strongly Disagree(1)	Disagree(2)	Neutral(3)	Agree(4)	Strongly Agree(5)
1	The EEP has clear and rigorous policies on recruitment and selection					
2	The recruitment and selection policies and procedures are easy to interpret and they are revised periodically					
3	I am aware of the formal policies and procedures of recruitment and selection of the EEP.					
4	EEP gives equal opportunity for all applicants without any discrimination					
5	Human Resource Department is adhered to these policies and procedures					
	Job Analysis					
1	EEP clearly defines position objectives, the requirements and candidate specifications in the recruitment process.					
2	job specification is up-to-date and Consistent with requirements of the job.					
3	There is a match between the job descriptions and actual responsibilities of employees.					
4	I receive the job description after getting hired and promoted					
	Competency of the HR team	Strongly Disagree(1)	Disagree(2)	Neutral(3)	Agree(4)	Strongly Agree(5)
1	The HR staff has the required competency and expertise for the quality of consulting they provide.					
2	The HR staff is accessible for support and assistance					
3	The HR staff is responsive to your needs					
4	The HR Department is results-oriented (measuring and communicating the effectiveness of its services and programmes).					

No.	Evaluation of recruitment and selection practices	Strongly Disagree(1)	Disagree(2)	Neutral(3)	Agree(4)	Strongly Agree(5)
1	The EEP gives equal opportunity for all applicants without any discrimination					
2	The recruitment methods used by EEP enable to attract qualified & competent candidate					
3	The selection is fair and free from bias					
4	EEP follows the recruitment and selection policy and procedure					
5	The selection criteria are transparent (well-known)					
6	The recruitment and selection process is monitored to ensure fairness and transparency					

Effectiveness of recruitment and selection

1	The recruitment and selection process take short time					
2	The work I do is fit with my qualification and capability					
3	The recruitment and selection process is cost effective					
4	Existing employees are always consider for vacancies (other job)					
5	I am satisfied with recruitment and selection process					

Interview Questions

1. What are the sources of recruiting in EEP? How is the specification made for selecting the types of recruiting sources? Why?
2. What are the methods of recruiting? How are they used?
3. Do you have proper HR planning for recruitment and selection?
4. What are the major challenges of Recruitment and Selection process in EEP?
5. How to improve the challenges faced during recruitment and selection Process
6. Do you think recruitment and selection of EEP effective?
7. Do you measure the effectiveness of recruitment and selection practice
8. Is there any monitoring and controlling mechanism to evaluate the effectiveness of the Recruitment and Selection practice? What do you say about the effectiveness of the Recruitment and Selection practice of the EEP?
9. Recruitment selection of EEP support by technology in order to increase quality of services
10. Do you think employees are satisfied by your service? Why

ANNEX:II SPSS RESULTS

Reliability Statistics

Cronbach's Alpha	N of Items
.928	36

Pthereisplaning

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	39	21.8	21.8	21.8
D	59	33.0	33.0	54.7
N	21	11.7	11.7	66.5
A	42	23.5	23.5	89.9
SA	18	10.1	10.1	100.0
Total	179	100.0	100.0	

Plinmanageridentifyhrneeds

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	23	12.8	12.8	12.8
D	46	25.7	25.7	38.5
N	28	15.6	15.6	54.2
A	56	31.3	31.3	85.5
SA	26	14.5	14.5	100.0
Total	179	100.0	100.0	

Pcoductanalysisofhr

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	38	21.2	21.2	21.2
D	70	39.1	39.1	60.3
N	44	24.6	24.6	84.9
A	26	14.5	14.5	99.4
SA	1	.6	.6	100.0
Total	179	100.0	100.0	

Pobjsepfcationidentify

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	26	14.5	14.5	14.5
D	68	38.0	38.0	52.5
N	34	19.0	19.0	71.5
A	46	25.7	25.7	97.2
SA	5	2.8	2.8	100.0
Total	179	100.0	100.0	

Adefinerequirment

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	15	8.4	8.4	8.4
D	42	23.5	23.5	31.8
N	51	28.5	28.5	60.3
A	65	36.3	36.3	96.6
SA	6	3.4	3.4	100.0
Total	179	100.0	100.0	

Are cruishorttime

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	63	35.2	35.2	35.2
	D	69	38.5	38.5	73.7
	N	30	16.8	16.8	90.5
	A	15	8.4	8.4	98.9
	SA	2	1.1	1.1	100.0
	Total	179	100.0	100.0	

AHR provide aduique pool applicant

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	20	11.2	11.2	11.2
	D	60	33.5	33.5	44.7
	N	57	31.8	31.8	76.5
	A	38	21.2	21.2	97.8
	SA	4	2.2	2.2	100.0
	Total	179	100.0	100.0	

Afouces more internal source

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	8	4.5	4.5	4.5
	D	24	13.4	13.4	17.9
	N	44	24.6	24.6	42.5
	A	77	43.0	43.0	85.5
	SA	26	14.5	14.5	100.0
	Total	179	100.0	100.0	

Srelatedtojob

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	14	7.8	7.9	7.9
	D	30	16.8	16.9	24.7
	N	36	20.1	20.2	44.9
	A	71	39.7	39.9	84.8
	SA	27	15.1	15.2	100.0
	Total	178	99.4	100.0	
Missing	System	1	.6		
Total		179	100.0		

Sorintedaboutjob

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	52	29.1	29.5	29.5
	D	69	38.5	39.2	68.8
	N	26	14.5	14.8	83.5
	A	26	14.5	14.8	98.3
	SA	3	1.7	1.7	100.0
	Total	176	98.3	100.0	
Missing	System	3	1.7		
Total		179	100.0		

POclearpolice

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	23	12.8	12.8	12.8
	D	29	16.2	16.2	29.1
	N	82	45.8	45.8	74.9
	A	35	19.6	19.6	94.4
	SA	10	5.6	5.6	100.0
	Total	179	100.0	100.0	

POpolicyeasilyinterpretedrevised

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	27	15.1	15.1	15.1
D	55	30.7	30.7	45.8
N	68	38.0	38.0	83.8
A	26	14.5	14.5	98.3
SA	3	1.7	1.7	100.0
Total	179	100.0	100.0	

POawarnessofpolicy

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	66	36.9	36.9	36.9
D	58	32.4	32.4	69.3
N	15	8.4	8.4	77.7
A	34	19.0	19.0	96.6
SA	6	3.4	3.4	100.0
Total	179	100.0	100.0	

POfollowadertopolicy

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	21	11.7	11.8	11.8
D	43	24.0	24.2	36.0
N	62	34.6	34.8	70.8
A	44	24.6	24.7	95.5
SA	8	4.5	4.5	100.0
Total	178	99.4	100.0	
Missing System	1	.6		
Total	179	100.0		

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	24	13.4	13.6	13.6
	D	48	26.8	27.1	40.7
	N	50	27.9	28.2	68.9
	A	45	25.1	25.4	94.4
	SA	10	5.6	5.6	100.0
	Total	177	98.9	100.0	
Missing	System	2	1.1		
Total		179	100.0		

JreciveJDafterhired

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	110	61.5	61.5	61.5
	D	57	31.8	31.8	93.3
	A	10	5.6	5.6	98.9
	SA	2	1.1	1.1	100.0
	Total	179	100.0	100.0	

Cresponsiblenessofhr

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	27	15.1	15.1	15.1
	D	67	37.4	37.4	52.5
	N	40	22.3	22.3	74.9
	A	39	21.8	21.8	96.6
	SA	6	3.4	3.4	100.0
	Total	179	100.0	100.0	

Emethodattractqualified

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	33	18.4	18.4	18.4
D	58	32.4	32.4	50.8
N	48	26.8	26.8	77.7
A	35	19.6	19.6	97.2
SA	5	2.8	2.8	100.0
Total	179	100.0	100.0	

Eselectioncriteriatransparent

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	41	22.9	22.9	22.9
D	66	36.9	36.9	59.8
N	41	22.9	22.9	82.7
A	26	14.5	14.5	97.2
SA	5	2.8	2.8	100.0
Total	179	100.0	100.0	

Efffshorttime

	Frequency	Percent	Valid Percent	Cumulative Percent
SD	72	40.2	40.2	40.2
D	69	38.5	38.5	78.8
N	25	14.0	14.0	92.7
A	11	6.1	6.1	98.9
SA	2	1.1	1.1	100.0
Total	179	100.0	100.0	

Effsatisfiedrecruitmentandselection

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SD	46	25.7	25.7	25.7
D	69	38.5	38.5	64.2
N	35	19.6	19.6	83.8
A	25	14.0	14.0	97.8
SA	4	2.2	2.2	100.0
Total	179	100.0	100.0	

newspaper

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	175	97.8	97.8	97.8
no	4	2.2	2.2	100.0
Total	179	100.0	100.0	

internet

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid no	179	100.0	100.0	100.0

jobfair

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	1	.6	.6	.6
no	178	99.4	99.4	100.0
Total	179	100.0	100.0	

tvradio

	Frequency	Percent	Valid Percent	Cumulative Percent
yes	106	59.2	59.2	59.2
Valid no	73	40.8	40.8	100.0
Total	179	100.0	100.0	

Descriptive Statistics

	N	Mean	Std. Deviation
Pthereisplanning	179	2.67	1.319
Plinemanageridentifyhrneeds	179	3.09	1.291
Pconductanalysisofhr	179	2.34	.989
Pobjsepfcificationidentify	179	2.64	1.099
Adefinerequirement	179	3.03	1.035
Arecriushorttime	179	2.02	.980
AHRprovideaduiquepoolapplicant	179	2.70	.999
Afoucesmoreinternalsource	179	3.50	1.041
Srelatedtojob	178	3.38	1.164
Sinterivewastools	178	2.76	1.208
Sorintedaboutjob	176	2.20	1.074
POclearpolice	179	2.89	1.043
POpolicyeasilyinterpretedrevised	179	2.57	.971
POawarnessofpolicy	179	2.20	1.218
POEEO	179	2.97	1.201
POfollowadertopolicy	178	2.86	1.062
Jclearlydefinespecification	177	2.82	1.127
Jjobspecicupdated	179	2.50	1.057
Jmuchjdandrespos	179	2.77	.822
JreciveJDafterhired	179	1.53	.850
Chascompetancy	179	2.65	.956
Caccessableforsupport	179	2.73	1.058
Cresponsiblenessofhr	179	2.61	1.088
CHRresultorinted	179	2.50	.979
EEEE	179	3.58	1.267
Emethodattractqualified	179	2.56	1.087
Elineparticpateinselection	179	2.83	1.047
Eselectionfairfreebise	179	2.56	1.147
Efollowpolice	179	2.98	1.047
Eselectioncriteriatransparent	179	2.37	1.076

EMonteirdtoinsuretranspare nacy	179	2.69	1.006
Effshorttime	179	1.89	.939
Effjobfitmyqualification	179	2.82	1.117
Effcosteffective	179	2.63	.994
Effconsideringotherjob	179	3.09	1.029
Effsatisfiedrecruitmentandse lection	179	2.28	1.067
Valid N (listwise)	172		

