



**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
MASTERS OF HUMAN RESOURCE MANAGEMENT**

**THE EFFECT OF RECRUITMENT AND SELECTION PRACTICE ON
MILITARY PERSONNEL RETENTION THE CASE OF MAJOR
GENERAL HAYELOM ARAYA MILITARY ACADEMY.**

A Research Thesis Submitted to Addis Ababa University School of Commerce
for the Partial Fulfillment of the Requirement for Masters of Art Degree in
Human Resource Management.

BY

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June; 2019

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Approval Sheet

We, the undersigned, members of the Advisor and Examiners of the final defense by Matiwose Belete have read and evaluated his thesis entitled “THE EFFECT OF RECRUITMENT AND SELECTION PRACTICE ON MILITARY PERSONNEL RETENTION THE CASE OF MAJOR GENERA HAYELO ARAYA MILITARY ACADEMY” and examined the candidate. This is therefore to certify that the thesis has been accepted in partial fulfillment of the requirements for the degree of Master of Art in Human Resource Management.

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Declaration

I declare that this thesis (The Effect of Recruitment and selection practice on military personnel Retention) is my original work. It has not been submitted for a degree in any other universities and all the materials used in this study have been duly acknowledged.

Author: Matiwose Belete

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ABBREVIATIONS

FDRE -----	Federal Democratic Republic Of Ethiopia
MoND -----	Ministry of National Defense
MGHAMA -----	Major General Hayalom Araya Military Academy
NATO -----	North Atlantic Treaty Organization
FM -----	Field Manual
HRM -----	Human Resource Management
NCO -----	None Commissioned Officer
SPSS -----	Statistical Package for Social Science
SD-----	Standard Deviation

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Abstract

The overall aim of the recruitment and selection is to obtain at minimum cost the desired number and quality employees needed to satisfy the HR needs of the organization/institution. For organization to be sustained, employees have crucial roles to play in order to ensure that organizations attain competitive advantage over the competitors across the globe. The purpose of this paper is to assess the effect of recruitment and selection practices on military personnel retention in Major General Hayelom Araya military Academy. The research employed mixed research approach with explanatory research design. Questionnaire was used to collect data from 122 respondents. Stratified random sampling techniques were used to select the sample from the targeted population. Data processing was done using SPSS software version 20. The data were collected using structured questionnaires and Semi-structured interviews. The researcher also used regression and correlation tools to analyze the relationship of the variables. The correlation analysis result confirmed that all relationship between the dependent and independent variables are positively and significantly correlated. Furthermore, it was found that recruitment and selection has moderate impact on personnel retention in the military Academy. The major findings were the practice of conducting recruitment and selection was found not made properly. Therefore, it is suggested that the Military Academy must work hard on those dimensions in order to improve the recruitment and selection practice.

Keywords: *Recruitment, selection, personnel retention, human resource management.*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Human resource management (HRM) is defined as a strategic and reasonable approach to the management of an organization's most valued resources the people working there who independently and as a group contribute to the achievement of its objectives (Armstrong 2006). It includes conducting job analysis, planning personnel needs, recruiting the right people for the right job, orient and train, managing wage and salaries, provide benefits and incentives evaluating performance resolving dispute and communicating with all employees at all (Denisi,2005). HRM plays a significant role in ensuring that an organization will grow and realize its goals. Moreover, it helps for ensuring successful utilization and highest development of human resources through identifying and satisfying the needs of individuals. In most organizations, such achievement is measured by the balance of such complementary characteristics as reaching goals, employing the skills and abilities of employees capably, and ensures the recruitment and retention of motivated and well-trained employees (Gberevbie, 2010).

One of the recruitment practices is selecting competent employees, most recent literatures suggest that selection process is a key HRM practices that determine the competitiveness and the success of the organization, and employee retention also determine the survival of the organization (Richard et al., 2009). Recruitment and selection are indispensable tools in assisting the human resource managers and the whole organization to hire the right people and retain them (O'Brien, 2012). While it is understood and conventional that poor employee recruitment and selection decision go on to influence organizational employee retention, many organization across different jurisdictions have not identified and implemented effective hiring strategies (Hellriegel& Slocum, 2011).

Different theories address employee needs and have been advanced by a number of authors as the basis of retention strategies in organizations. Most notably, Schneider (1987), Attraction-Selection-Attrition model shed light on organization being able to find employ and keep up the right people with the right knowledge, abilities and skills in the right numbers. These models, in particular, elucidate how candidate join and leave organizations, stating that people are functions of three consistent active processes: attraction, selection, and attrition. Employees are differently

attracted to careers as the purpose of their own needs and behaviors, and Organizations select people who think are well-matched for many different kinds of works, the contradictory side of attraction. When people do not fit an environment they be liable to leave it (Holland, 1985). Expectancy theory also gives guiding principle for increasing employee motivation by changing the individual's effort to performance expectancy, performance to reward expectancy, and reward valences Victor H. Vroom (1964). Expectancy theories are applicable in most today's organization, in order to get competitive advantage for the human resource (Greenberg, 2011; Hellriegel& Slocum, 2011).

Scholars such as; Subramanian and colleagues (2011), Vlachos, (2009), Dessler, (2007) and many more have different approaches towards defining recruitment and selection. Some of the most commonly cited definitions on recruitment and selection are presented as follows. The word recruitment are a process of surrounding all organizational practices and decisions that influence either the number or types, of individuals that are eager to apply for, or to accept, a given job. The name selection also refers to the process of corresponding people and jobs; the decision-making process in hiring it typically involves numerous interviews and interviewer ratings, and it may make use of performance tests and assessment centers.

According to Subramanian and colleagues (2011) employee recruitment and selection is the process of collecting and evaluating information about an individual in order to expand an offer of employment. To conclude employee recruitment is the procedure of attracting individuals on a timely basis, in sufficient numbers and with suitable qualifications in order to apply for jobs with an organization and employee selection is the process of choosing from a group of candidates the individual best suitable for a particular position and for the organization. Recruitment and selection have fundamental functions of human resource management for any type of organization. The quality of the human resource in the organization are deeply depends on the effectiveness of these two functions. Selecting and recruiting the incorrect candidates who are not capable of fitting in the culture of an organization may not be cost effective strategy.

Employee retention is the main critical issue that for the most organizations are facing. This is as a result of the insufficiency of skilled labor, poor economic development and high employee attrition. Armstrong (2008) explained the whole aim of recruitment as to acquire at minimum cost the quality of employees required to satisfy the human resource needs of the company and involves defining requirements (preparation of job description and specifications) and attracting

candidates through reviewing and evaluating alternative sources of application inside and outside the organization.

Boxall (2000) gives a competency based approach to recruitment as that where competencies for a role are delivered and are used as the framework for the selection process. He says that a competency approach to recruitment as person-based rather than job-based. Wright (2004) points out that recruitment and selection are processes concerned with identifying, attracting and securing suitable people to meet and organizational human resource needs. On the other hand, employee retention is the capability to hold onto that workforce that an organization needs to keep for a longer period than its competitors.

Gberevbie (2008) has stated that employee retention strategies refer to the plans and means, and a set of decision-making behavior put formulated by the organizations to retain their competent workforce for performance. Baker (2006) gave stress on the fact that hiring new employees are far difficult as well as costlier than to keep the current employees in the organization. That is why the core issue in any organization is to give a continuous ongoing effort to identify and try to keep all the best performers irrespective of their age. According to Olowu and Adamolekun (2005), it is becoming more essential to secure and manage competent human resource as the most valuable resource of any organization, because of the need for effective and efficient delivery of goods and services by organizations, whether in public or private sector. Therefore, for an organization understand its goals and objectives, having suitable strategies for employee recruitment and retention are crucial for developing their employee performance. Furthermore, Organizations require skilled employees for maintaining the sustainable competitive advantage and individuals require career opportunities to develop and build up their competence (De Waal and Frijns, 2011). Many researchers have admitted that, retention is a multifaceted idea and there is no single policy for keeping employees within the organization. In the literature, retention has been seen as a mandatory to maintain the employee to do business or exchange with a particular organization an ongoing basis (Pathak, et al., 2011).

Retention is a systematic effort that is focused not only on retaining an organization's talented performers but also it is used to generate and promote a welcoming work environment and high retention organizational culture. The outcome is an organization that operates more effectively and efficiently, while becoming a great place to work (Koech, 2011). According to Ethiopian Army Human resource Field Manual (2011), personnel retention strategy is essential to maintain

and develop military personnel to obtain a competitive advantage in military manpower. Retention of personnel is critically important in military units and institutions. The Ethiopian Army Regiment field Manual (2010), states that the major reason why military personnel retention is significant is due to the several negative outcomes that are related with turnover. These military unit outcomes include high direct and indirect financial costs; decrease in combat readiness and sustainability, decrease in efficiency; the rendering of service and standards; interruption in duty flow; loss of experience and expert knowledge; an increase in administrative processes; decline in the unit image; an disturbance in the internal and informal social liaison and communication channels and an increased feeling of job dissatisfaction among the remaining employee. Even though many literatures on recruitment and selection practice on military personnel retention as we have seen investigates the recruitment and selection process and its impact on employee retention, there fail to address all of the issues related with the effect of recruitment and selection practice on employees retention. Therefore this study will try to fill those gaps through addressing all issues related with the problem.

1.2 Statement of the Problem

In today's most competitive and dynamic business environment the success of those organizations will be depends on the ability of the organizations for attracting and retaining competent manpower that will able to give the competitive advantage to the organization . The process of employee recruitment and selection in each category of employees into both private and public organizations has been a matter of concern and seek attention. Even though, attracting the best human resource is the interest of all organization, the selection and recruitment problems are the major problems of achieving the target of the organization (Onyeaghala and Hyacinth 2016).

According to United Nations (2004), people are the lifeblood of any organization and agents of change in Public Sector. The knowledge, values and attitudes of public servants are at the heart of state performance; hence effective recruitment and selection will help to bring development in state if well practiced. Successful employee recruitment and selection practices are main mechanism at the entry point of human resources in every organization proficient recruitment and selection strategies results in improved organizational outcomes (Naveen & Raju, 2014).

According to Abeysekera (2007), employee attritions a main problem for organizations but organizations effective human resource management practices can condense the speed of

employee turnover and increase its competitiveness. An organization is able to retain its key asset by maintain its staff.

The issue of turnover has always been a major problem in the Federal Democratic Republic of Ethiopia Ministry of National Defense. Major General Hayelom Araya Military Academy and Hurso Testing centre are the two main centers that conduct officer cadet recruitment and selection and train officer cadets. These centers have a well-documented recruitment and selection guideline. The guideline encompasses HR policy and strategy. The researcher, as a member of the military academy, observed the existence of recruitment and selection practice of the military Academy.

Though the activities of officer cadet selection and recruitment process has been underway for over a decade at Major General Hayelom Araya Military Academy and Hurso Testing centers, yet there are multifaceted problems with regard to attrition. The problem of attrition is associated with the recruitment and selection process. An informal discussion with members of top management has enabled the researcher to observe that the academy has been grappling with formidable challenges in the enrolment and recruitment of officer cadet and potential trainees. This indicates that the recruitment and selection process practiced by the centers has not been given due attention by the concerned body. Some of the problems which are raised by the members of the Academy are lack of sufficient and skilled man power to implement the process scientifically. It is almost unthinkable to come up with a well qualified and world class military unit without introducing modern and scientific way of selection and recruitment platform. Effective recruitment at the start helps tremendously in producing capable trainees. When there is frailty in screening and preliminary recruitment stage it is not difficult to face unintended outcomes at the final stage of military training. Beside this there is no further research and assessment about the effect recruitment and selection practice in the military Academy. Therefore, this researcher wants to assess the perception the staff members on recruitment and selection practices of the Academy and its ultimate effect on employee retention in the case of MGHA military Academy.

1.3 Basic Research Questions

The study was addressed the following research questions in exploring officer cadet recruitment and selection practice in MGHAMA.

1. What is the recruitment practice at Major General Hayelom Araya Military Academy?

2. What is the relationship between recruitment and retention at Major General Hayelom Araya Military Academy?
3. How does recruitment affect retention at Major General Hayelom Araya Military Academy?
4. What is the level of retention at Major General Hayelom Araya Military Academy?

1.4 Objective of the Study

1.4.1 General objective

The general objective of this study is to assess the effect of recruitment and selection practice on military personnel retention at Major General Hayelom Araya Military Academy.

1.4.2 Specific objective

The specific objectives of the study are:-

1. To assess the recruitment practice at Major General Hayelom Araya Military Academy.
2. To evaluate the relationship between recruitment and retention at Major General Hayelom Araya Military Academy.
3. To examine the effect of recruitment on personnel retention at Major General Hayelom Araya Military Academy.
4. To assess the level of retention at Major General Hayelom Araya Military Academy

1.5 Significance of the Study

This study has given an overall insight concerning on selection and recruitment practice of officer cadets for the national defenses forces. Major General Hayelom Araya Military Academy can use the output of this research to improve their recruitment and selection practices. Furthermore, results coming out from this study may help as a basis for further study and add knowledge in the area of recruitment and selection practice of the organizations in general, and in the military academy in particular. Moreover, research should facilitate forwarding important procedural and functional suggestions and advice for improvements to the military academy recruitment and selection practices.

1.6 Delimitation /Scope of the Study/

Recruitment and selection as one of the activities of Human Resource management, is carried out at any military and civilian organization. This study is limited on the data which were used assess the effects of recruitment and selection practice on military personnel retention the case of Major general Hayelom Araya Military Academy (cadet Academy) and Hurso Testing centre. Geographically the study delimited at Holeta Military Academy and Hurso Testing centre. Furthermore, the study is conducted from November to May.

1.7 Limitation of the study

This study helps to recognize the effect of recruitment and selection practice on military personnel retention the case of cadet Academy. One of the problems experienced by the researcher is the refusal by some respondents to complete the questionnaire. The process of collecting the questionnaire proved to be challenging because some respondents failed to complete the questionnaire on time and the researcher where spent a considerable amount of time in visiting the institution to follow up on the collection of the questionnaires. Despite this, inadequate number of questionnaires would be returned to make the study valid.

1.8 Definition of Terms

Recruitment: -is defined as the procedure of generating competent individuals' pool to apply for employment within an organization (Ofori and Aryeetey2011).

Selection: - is defined as a procedure in which particular instruments are utilized to select the best people from the pool of individuals that are suitable for the jobs (Ofori and Aryeetey 2011).

Employee retention: -An effort by an organization to maintain a working environment which supports current staff in remaining with the organization. (Business dictionary)

Commandant: -it is the chief officer in charge of military organization (Ethiopian Army Human resource Field Manual (2011).

Military Academy: - is a college or training centre for training military officer's (Ethiopian Army training Field Manual 2011)

1.9 Organization of the Paper

This study was organized in to five chapters. The first chapter will be incorporated background of the study, statement of the problem, research question and objectives of the study, significance of the study, scope and limitation of the study and organization of the paper. In the second chapter literature review will be presented .Third chapter will be about the methodology of the study in which the data type and source, research design, sampling design and sampling procedure, method of data collection and instrumentation, data processing and method of data analysis will be included .Fourth chapter will be about data presentation, analysis and interpretation. Finally, the fifth chapter will deal with conclusion and recommendation.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

This chapter reviews both theoretical and empirical literature pertaining to the study topic. The theoretical literature focuses on the theories and models underpinning the study, whereas empirical literature reviews previous scholarly work in relation to the present study's research objectives.

2.1 Theoretical review

This section explores various theories with respect to recruitment and selection as bases of achieving high performance within the organization. This study paper is only focused on Human Capital Theory, Resource Based View Theory and Equity Theory. The first theory is human capital theory advanced by Adam Smith (1723-1790) in Teixeira (2002) has the main idea that people are fixed capitals just like machine because they have skills and helpful abilities that has real cost and yields profits. The basis in the human capital theory, according to Armstrong (2006), people and their combined skills, abilities and experience, attached with their ability to deploy these in the interests of the employing organization, are now recognized as making a important contribution to organizational achievement and also constituting a major source of competitive advantage. The second theory is resource based View Theory which is advanced Barney (1991). He explain that, firms have a human resource pool which cannot be imitated or substituted by rivals, they can easily attain sustainable competitive advantage. According to the Resource-Based view, firms must permanently assess their workforce to make sure that they have the right people with the right skills in the right places in order to assure constant competitive advantage (Barney, 2001). The third and the last theory is Equity Theory it is proposed by Adams (1963), the idea of equity theory is focus and underline on principles and fairness. The theory justifies that organization's best recruitment and a selection criterion is that which show the firm as equal opportunity to employer.

2.2 Empirical review

2.2.1 Recruitment in Organizations

Gold, (2007), suggests that applicants with knowledge and qualifications most strongly related to work specifications may eventually be selected. Organizations become concerned when the cost of an error in recruitment is high. According to Armstrong (2006), the aim is to obtain, at a lowest amount cost, the number of appropriate and well qualified candidates to assure the needs of the organization. The organization attracts potential employees by means of identifying, evaluating and using the most suitable sources of applicants. Barber, (1998), recruitment includes those practices and actions implemented by the most organization with the key purpose of identifying and attracting potential employees.

2.2.2 Selection in Organizations

Gamage (2014) stated that selection is the procedure of collecting and evaluating qualified candidate's information and pick out suitable candidates from the candidates' pool whose qualification meet the job requirement to place in the vacant position. The objective of selection task is getting the right candidate for the right job position, establishing and retaining employer's reputation in the market and ensuring cost-effective selection process.

Braton and Gold, (2007), noted that selection is the discovery of candidates who can contribute most to the strategic objectives of the organization and help in the quest to obtain a competitive advantage. Selection yield a match between the organizations needs for specific qualified individuals and the different needs of employees that determine the type of work that is satisfying for them. Neerajkumara, (2012) defines selection as the process of selecting individuals who have pertinent qualifications to fill up jobs in an organization. Employee selection is much more than just choosing the right employee. It is an attempt to strike a joyful sense of balance between what the candidate can and wants to do and what the organization requires.

2.3 Recruitment and Selection Process

The main aim of recruitment and selection process must be to obtain the number and quality of employees essential to assure the human resource needs of the organization at lowest cost (Armstrong, 2006). There are four stages of recruitment and selection process:

2.3.1 Job Analysis and Recruitment Planning

As per Decenzo (2005) Job analysis is a logical investigation of the activities within a job. It is a scientific and logical method that is used to understand the duties, responsibilities and accountabilities of a job. This job analysis defines and documents the duties, responsibilities, and accountabilities of a job and the situation under which a job is implemented. The number and categories of people required may be set out in formal human resource or workforce plans from which are derived detailed recruitment plans. Requirements are set out in the form of job descriptions and personnel specifications. These offer the information necessary to plan job advertisements, post vacancies on the internet, brief agencies or recruitment consultants, and assess the capability of the applicant by means of interviews and selection tests.

Job description: is a written statement of what the job holder does .how the job is done under what condition and why (DeCenzo, D. and Robbins, S.2005). It accurately portrays the job content, environment and the condition of employment. It uses as the source of information about the job while employees are recruited and selected.

Personnel specification: according to Decenzo (2005) Personnel specification is the minimum adequate qualification that a job incumbent must acquire to perform the job effectively. It describe the qualifications, experience and personal qualities required by the job holder and any other necessary information on the special demands made by the job, such as physical conditions, unusual hours, or travelling away from home. They should also set out or refer to terms and conditions of employment such as salary, fringe benefits, hours and holidays. (JuChuelMinBrian H. Kleiner, 2001).

According to Stewart, G and Brown, K (2009) job specification is listing of the knowledge, skills and abilities needed to perform the tasks described in a job description. Recruitment plan is the estimate of number and composition of new hires during the year. It is also the perfect tool for the recruitment workload planning, cost allocations, budget planning, succession planning and the talent management in the organization. (www.simplehrguide.com, Jan, 10, 2015). According to Armstrong (2006) recruitment planning contains the number and types of employees required to cater for expansion or new developments, sources of candidates, plans for assessing different sources and how the recruitment program will be conducted.

2.3.2 Attracting Candidates

Attracting employees refers to reviewing and evaluating alternative sources of applicants, inside and outside the organization attracting the best candidates is more critical to organizational success whilst those without qualifications find it increasingly difficult to become shortlisted (Chapman.D 2005). The analysis of strengths and weaknesses must cover such matters as the national or local status of the organization, pay, employee benefits and working conditions, the internal interest of the job, the employment security, education and training opportunity, career forecast, and the location of the organization

According to DeCenzo, D. and Robbins, S. (2005) the ideal recruitment effort attracts a acceptable number of qualified applicants who need the job but certain realities cannot be ignored. Problems on attracting candidates limit human resource recruiter's freedom to recruit and select a candidate of their choice. Some of the constraints on attracting employees are as follows:

Organization image: a prospective candidate may not be interested in pursuing job opportunities in the particular organization. The image of the organization therefore can be a potential constrain.

Job attractiveness: to fill an unattractive job, recruiting a large and qualified pool of applicants will be difficult. Moreover a job viewed as uninteresting, unsafe, low paying and lacking in promotion, the organization can't attracts potential and qualified pool of candidate.

Internal organizational policy: internal organizational policies, such as 'promote from within wherever possible' may give priority to individuals inside the organization. Such policies, when followed typically insure that all position other than the lower level entry position will be filled from within the rank. This practice may reduce the number of candidates. In order to attract qualified applicants an organization must evaluate the sources of recruitment.

2.3.3 Selecting Candidates

After the work of attracting employees is done the next step is selecting candidates that are best fit to the organization by sifting applications, interviewing, testing, assessing candidates, assessment centers, offering employment, obtaining references; preparing contracts of employment, (Decenzo, 2005). Employee selection is the process of testing and gathering information to decide whom to hire (Greg, S and Kenneth, B 2009). HR and line managers carry on to use a variety of incorrect methods to support the task of forecasting which applicant will be most successful in

meeting the demands of the job, and/or are the best fit with the job group and the organization culture. (Torrington, D. Hall, L. and Taylor, S.2005).

The following selection method criteria's will help HR and line managers in predicting which applicant is fit for the job and the organization.

Reliability: is the degree to which a selection method yields consistent results. It is concerned with consistency measurement (Stewart, G and Brown, K 2009). It indicates that the selection method that the organization uses is trusted by measuring its consistency. There are different methods of measuring the reliability of a selection method.

Test- retest method: it is the process of assessing reliability that compares scores on a single selection assessment obtained at different times.

Alternate-form method: a process of estimating reliability that compares score on different versions of a selection assessment.

Split-halves method: It is the process of measuring reliability that compares scores on two parts of a selection assessment.

Inter-rater method: it is the process of measuring reliability that compares evaluation scores provided by different raters.

Validity measures are the quality of being reasonable and being suitable. Employee selection methods must correctly foresee who will perform the job properly (Stewart, G and Brown, K 2009). High reliability may mean little if the selection device has low validity (DeCenzo, D. and Robbins, S. 2005). There are different types of validities such as:

Content validity: measures the extent to which a test usually measure some aspect of the job itself, or has content similar to the job content (Stewart, G and Brown, K. 2009)

Criterion validity: is the degree to which a particular selection device accurately predicts the important elements of work behavior, as in the relationship between a test score and job performance (DeCenzo, D. and Robbins, S. 2005).

Predictive validity: is a form of criterion related validity estimation in which selection assessments are obtained from applicants before they are hired. (Stewart, G and Brown, K 2009)

Utility is a principle associated with employee selection method that reflects their cost effectiveness. Several factors influence the cost effectiveness of a selection method for example when validity increases utility decrease because valid selection method results in a more accurate prediction, the other is tenure (length of time people stay employed) utility is higher when people remain in their jobs for long period of time. (Brown, K 2009).

Criterion validity: it is the extent to which a particular selection mechanism precisely predicts the significant fundamentals of work behavior in the relationship between a test score and job performance (DeCenzo, D. and Robbins, S. 2005).

Predictive validity: is the form of standard related validity evaluation in which selection assessments are obtained from candidate before they are hired. (Stewart, G and Brown, K 2009) Utility is a principle associated with employee selection method that reflects their cost effectiveness. Several factors influence the cost effectiveness of a selection method for example when validity increases utility decrease because valid selection method results in a more accurate prediction, the other is tenure length of time people stay employed utility is higher when people remain in their jobs for long period of time. (Stewart, G and Brown, K 2009) .Legality and fairness is a feature of selection system that reflects individuals' perceptions concerning potential bias and discrimination in the selection method.(Stewart, G and Brown, K 2009) the number of people who are unfairly eliminated decreases as validity increases, meaning that more valid tests are more fair. Acceptability refers the characteristic of a selection method that reflects applicants' beliefs about the correctness of the selection method.

2.3.4 Selection Process

According to DeCenzo, D. and Robbins, S. (2005) Selection process is the process of selecting the most excellent applicant for the job. The selection process encompasses the following of eight steps:

1. Initial Screening

According to Decenzo (2005) initial screening is the first step in the selection process whereby inquiries about a job are screened. At this stage the applicant's qualifications are compared with the recruitment of the position as per job specification. Sharing job description information with the individual frequently encourages the incompetent to voluntarily leave from candidacy which

reduces cost. As a culmination of recruiting effort an organization initiate initial review of potentially satisfactory candidates.

2. Completing Application Form

Application form is a company- specific employment form used to generate specific information the company wants. Once the preliminary screening is completed applicants are asked to complete the organization form. In general terms the application form gives applicant's name, address, telephone number. In addition to this it can incorporate job. Performance related summary is used check what applicants have been working during their adult life, their skills and their accomplishments. According to Armstrong (2009) application forms set out the information on a candidate in a standardized format. It gives a structured basis for drawing up short lists, the interview itself and for the subsequent actions in offering an appointment and in setting up personnel records.

3. Employment Test

As per Decenzo (2005) employment test is any selection examination that is designed to decide if the candidate is qualified for the job. Organizations formerly relied to a significant extent on intelligence, aptitude, ability and interest test to provide major input to the selection process. Even hand writing analysis and honesty test have been used in attempts to learn more about the candidate information that evidently leads to more effective selection. Some of the employment tests are presented as follows.

Intelligence tests: it measures the range of mental capability which enables an individual to succeed at a variety of intellectual tasks using the faculties of abstract thinking and reasoning. They are concerned with general intelligence and are sometimes known as general mental ability' tests.

Ability test: An Ability test establishes what people are capable of knowing or doing. The term can refer primarily to reasoning ability; such as verbal reasoning, numerical reasoning, spatial reasoning and mechanical reasoning.

Personality tests: Personality tests attempt to assess the personality of candidates in order to make predictions about their likely behavior in a role. There are many different theories of personality and different types of personality tests. One of the most accepted ways of classifying

personality is the five factor model, which defines Extraversion/introversion, emotional stability, kindness, precision and openness to experience.

Assessment centers: assessment centers assemble a group of candidates and use a range of assessment techniques over a concentrated period one or two days with the aim of provided that a extra complete and impartial view of the appropriateness of individual members of the group. It provides opportunities for representing the extent to which candidates match the culture of the organization. (Armstrong, 2009)

Work sample: is a selection device requiring the applicants to actually perform a small segment of the job. Work sample test tend to be job specific that is, tailored individually to each different job in each organization .One of the central ways these tests differ from ability tools is through the contextualization of the content into a specific work situation. These tools can therefore provide data on the applicants' specific skills, but also assess cultural fit (Collings, D., and Wood, G., 2009).

4. Comprehensive Interview

According to Decenzo (2005) comprehensive interview is the best selection tool in which information about an applicant can be obtain. Candidates who pass the first screening, application form and required tests receive a complete interview. The job candidates may be interviewed by the organization HRM department interviewers, senior managers within the organization, potential supervisors or some or all of these. Some of the interview types are as follows:

Individual interviews: The individual interview is the most common method of selection. It involves face-to-face dialogue and provides the best opportunity for the establishment of close contact t between the interviewer and the candidate. A well organized interview is the one that is built around a set of predetermined questions that may be related to the competencies required as set out in the person specification (Armstrong, 2006).

Interviewing panels: Two or more people gathered together to interview one candidate is known as 'Interviewing panel'. The most typical situation is that in which an HR specialist and line managers see the candidate at the same time. This has the advantage of enabling information to be shared and reducing overlaps. (Armstrong, 2006)

5. Background Investigation

The next step in the process is to undertake background investigation of applicants who appear to offer potential as employees. Background investigation (reference check) is intended to verify information on the application form is correct and accurate information. (DeCenzo, D. and Robbins, S., 2005). This can include contacting former employers to confirm the candidates work record, obtain appraisal of his/her performance, verifying other job related and personal references and criminal record. The main purpose of a reference is to obtain in confidence factual information about a prospective employee. This information is straightforward and essential. (Armstrong, 2009)

6. Conditional Job Offer

After an applicant has passed all the selection process a condition job offer is usually made. Conditional job offer comes from the HRM representative. The conditional nature of job offer will be removed and the offer will be permanent.

7. Medical or Physical Examination

It is an assessment to determine the candidate's physical fitness for indispensable job performance. It can only be used as a selection tool to screen out individuals who are incapable to physically comply with the requirements of a job. Aside from its use as a screening device it is supportive in showing that minimum standard of health exist to enroll in organizations that provide health and life insurance for their service

8. Permanent Job Offer

According to Decenzo (2005) at this stage those employees who perform effectively in the preceding steps are now considered to be adequate to receive an offer of employment. The last phase in the selection process is to verify the offer of employment after satisfactory references have been obtained, and the applicant has passed the medical examination required for pension and life assurance purposes or because a certain standard of physical fitness is required for the work. The contract of employment should also be prepared at this stage, (Armstrong, 2009). The person who makes the employment offer will differ from one organization to another. For

administrative purpose the offer is typically made by the human resource management department, but their role should only be administrative.

9. Orientation and Follow Up

Once the new employees are hired the next step will be giving them orientations. As per Decenzo (2005) orientation is a system of introducing new employees to the organization and their work units. Employee orientation involves familiarizing and create clarity for the new employees with organization rules, policies and procedures. The program of orientation plays an important role in socializing employees in the organization.

2.4 Source of recruitment

Sources of recruitment are either internal or external and which source the organization will use depends on the human resources needs and objectives of the organization, as all the sources have its advantage and disadvantage (Ofori & Aryeetey, 2011).

2.4.1 Internal recruitment

Internal recruiting is the process of filling vacancies within the organization from its existing workforce; internal recruiting program must be carefully associated with other HR functions. Human resource succession planning, job analysis personnel selection and performance appraisal are all important for an effective system that can fill required position with the most qualified personnel in the shortest period of time.

DeCenzo and Robbins (2005) noted that some of the sound reasons for recruiting from sources within the organization are: it is good public relations; promotion within build moral, motivation and sense of commitment to the organization; it encourages good individuals who are ambitious; it improves the probability of a good selection, because information on the ability and performance of the recruit is known, so it is easy to assess potential for the next level; it is cheaper and quicker than advertising in various media and interviewing outsiders; when carefully planned promoting from within can also act as a training device for development middle and top-level managers and time spent in training and socialization is also reduced. However, internal recruitment also has some pitfalls that organizations must examine before applying it, such as, it creates narrow thinking and stale ideas, generates pressure to compete, builds homogeneous

workforce and the organization might miss out on good outside talent. Effective sources of internal recruitment from current employees include new job position; or posting job bidding; skill bank and skill tracking systems and employee referrals. (Street, 2005).

- ✓ Job posting: - provides a clear description of the job; allow current employees the chance to respond to announcements of positions.
- ✓ Job bidding: allow an employee to indicate an interest in a position before one become available, places qualified individuals in to an inventory system.
- ✓ Skill banks and skill tracking system:- computerized talent or skill inventories that can furnish a list of qualified people.
- ✓ Employee referrals: - current employees supply prospects from among their families and friends for filling job openings (street, 2005).

2.4.2 External recruitment

According to Denisi, (2005) external recruitment is the process of looking to sources outside the organization for prospective employees. Most scholars argue that one of the biggest advantages of external recruiting is that the approach facilitates the introduction of new ideas and thinking in to organizational decision making. A broad diversity of methods is available for external recruiting. An organization must critically examine the kinds of positions it wants to fill and select the recruiting methods that are likely to produce the best results. There are some employee needs that the organization must fill the actual gap through external recruitment. Among them are: filling entry level jobs, acquiring skills not possessed by existing employees, and gating employees with different backgrounds to provide new ideas. External recruitment methods may include; advertising; employee Agency; College and University recruitment; professional association and cyber recruitment.

Table 2.1: Advantage and disadvantage of internal versus external recruiting

Recruitment	Advantage	Disadvantage
Internal	<ul style="list-style-type: none"> -better assessment of candidate -Reduce training time -Faster, cheaper - motivate employee 	<ul style="list-style-type: none"> -create vacancies -stifles diversity Insufficient supply of candidate
External	<ul style="list-style-type: none"> -Increase diversity -facilitate growth - can save training time New/Novel /problem solving 	<ul style="list-style-type: none"> -Expensive -slower -Less reliable data -Stifles upward movement of personnel.

Source: (Cole, G.A. 2000)

2.5 Recruitment policies and practice

One of the first steps in planning for the recruitment of employees in the organization is to establish educate policies and procedure. Recruitment policy represents the organization code of conduct in this area of activity an example of typical policy statement for recruitment is as advertise all vacancies internally, reply to every job applicant with the minimum of delay, plan to inform potential recruit in good faith about the basic detail and job condition of every job advertised, plan to process all application with competence and courtesy, seek candidates on the basis of their qualification for the vacancy concerned, plan to ensures that every person invited for interview will be given a fair and thorough hearing(G.A.Cole, 2000).

2.6 Strategic Employee Recruitment

Armstrong (2008) gives the general aim of recruitment as to obtain at minimum cost the and quality of employees vital to satisfy the human resource needs of the organization and involves defining requirements means preparation of job description and specifications and attracting employees through reviewing and evaluating different sources of application from inside and outside the organization. Boxall (2000) gives a competency based approach to recruitment as that

where competencies for a role are delivered and are used as the framework for the selection process. He also describes that a competency approach to recruitment must be person based rather than job based.

Wright (2004) shows that recruitment and selection are processes concerned with identifying, attracting and securing suitable people to meet and organizational human resource needs. Recruitment is concerned with identifying and attracting suitable candidates. Porter (2008) says that recruitment and selection provides the instrument for staffing and resourcing the organization. An increasingly competitive and globalised business environment, together with need for quality and customer service has improved the importance of recruiting and selecting the right people.

Boxall and Purcell (2000) noted that in comparison with the physical tangible assets, an organization has to determine its competitive advantage. Sholes (2002) explain that recruitment and selection is a systematic process and that the psychometric approach to it is nearly associated with that or rational decision making where decision are made on the basis of some kind of assessment about the suitability of individuals who might fill a vacancy.

2.7 Significance of selection process

The capability of an organization to achieve its goal effectively and to develop in a dynamic environment mainly depends up on the efficiency of its selection program. If the organization select right candidate, the reaming function of personnel management become easier; the employee contribution and commitment will be at optimum level and employee-employer relations will be constructive and congenial .In an opposite situation, where the right person is not selected, the reaming function of the personnel management, employee-employer relation will not be effective (Rao, 2004). Employees selected and hired with the necessary skills and talents they constitute an intangible asset of a company's workforce, (Harvard Business Review, 2004). However, employees sometimes may be a liability of the organization when they are selected and hired in the organization without having the required skill and knowledge because they would not be able to contribute the competitive advantage of the organization in today's dynamic and continuously changing business world.

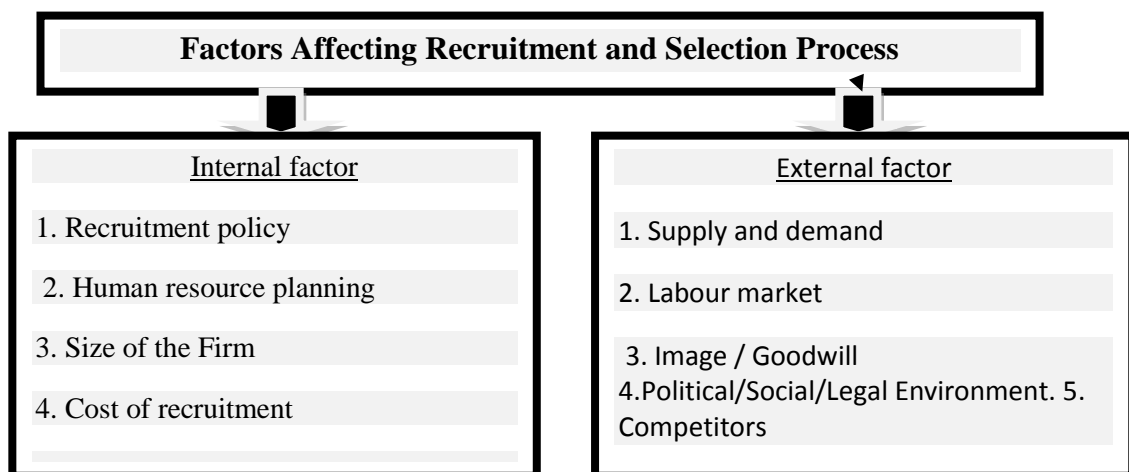
2.8 Recruitment and Selection Practices

Woodward (2010) noted that selection must be different from recruitment, though these are two phases of employment process. Recruitment is considered to be a significant process because it motivates more number of employees to apply for the new job. When selection is a negative process, as the inappropriate candidates are rejected here. Kayuniand Tambulasi, (2007), explain that, employee selection begins when a pool of applicants is generated by the organization's recruitment efforts at the time of employee selection process a firm decides which of the recruited candidates will be offered a position. Effective employee selection is a significant element of a successful organization. How employees perform their jobs is a major factor in determining how successful an organization will be. Job performance is basically determined by the skill of an employee to do a particular job and the effort the employee is willing to put forth in performing the job (Arsad, 2012).

2.9 Factor affecting recruitment and selection practice

Due to the pressure from the supply of unemployed people, recruitment and selection process is significantly influenced by the different actors and factors. An observation indicates that this influence is three hundred sixty degree influence system. Sometimes, recruitment of people becomes unproductive and impossible to the HR people and they are hardly able to recruit right person for the right job. These influencing factors may be classified into two types such as internal and external (Fall,2010).

Figure 2.2: Factor Affecting Recruitment and Selection Process of the Organization



Source, Nazrul Islam (2010)

The internal factors are mainly related to recruitment policy, human resource planning, size of the firm, cost of recruitment, and growth and expansion. The external factors are: supply and demand, labour market, image or goodwill, political/social/legal environment.

Brooks et.al. (2009) identified that the people differentiate between options more when they consider them simultaneously than when they view them separately. A number of factors induce them to make different in this regard which are broadly related to internal and external factors. The beliefs of the HR professionals also have influence on the recruitment and selection process. Study shows that the use of psychometric tests by practitioners is a function of many things: their education and experience, the country they work in, test publisher marketing, popular articles about testing, litigation, etc. As such, some tests remain very popular among practitioners despite being little used in research (Furnham, 2008).

2.10 Factor affecting selection decision

The main objectives of selection is sort out or remove those judged incompetent to meet the job and organizational requirements, where as the goal of employee recruitment is to create a large pool of employee available and willing to work .Thus it is said that recruitment tends to be positive, while selection tends to be to some extent negative. Numbers of factors affect the selection decision of candidate. (Rao, 2004).The important among them is:-

- ✓ **Profile matching:** Tentative decision regarding the selection of the candidates (who are known) is taken in advance. The scores secured by these known candidates in various testes are taken as a standard to decide the success or failure of other candidate at each stage. Normally the decision about the known candidates is selected at interview stage. Possible care also taken to match the candidate's bio-data with the job specification.
- ✓ **Organizational and social environment:** Some candidates, who are eminently suitable for the job, may fail as successful employees' due to varying organizational and social environment. Hence candidate's specification must match with not only job specification but also with organizational and social environment requirements.
- ✓ **Successful hurdles:** In this method hurdles are created at every stage of selection process. \therefore applicants must successfully pass each and every screening device in case of successive hurdles.

- ✓ **Multiple correlations:** multiple correlations are based on the assumption that a deficiency in one factor can be counter-balanced by an excess amount of another .A candidate is routed through all the selection steps before a decision is made. The composite test score index is taken in to account in the selection test. Hence in broader line case, multiple correlation method is useful and for others, successive hurdles method is useful

2.11 Employee Retention

Retention of employees is consider to be the top challenging issue that leaders of organization which are faced with owing factors like inadequate skilled labor, employee return and economic development. The ability of retaining employees that the organizations value has to be stronger than that of rivals (Johnson, 2000). Various organizations follow different approaches in order to retain their employees for a long period of time (American Management Association, 2001).Employee retention is consider as a critical element of human resource strategies, launch from the selection of the right employees, progressing to the practicing programs for potential employees retention and end with their dedication to and engagement with the organization (Zahoor, Ijaz, & Muzammil, 2015). Organizations leaders utilize an employee retention technique to sustain an efficient employee while achieving operational needs.

As per Taplin et al.(2003) Amadasu (2003) Gberevbie (2008) have been found that if organization initially applied and implemented suitable employee retention strategies employees of the organization will definitely stay and work for the successful attainment of organizational goals and objectives. According to Acton et al., (2003), the Human Resource Department plays a significant role in order to retain its employees. Literature evidenced that current organizations are now persuaded that retention is a strategic concern when it comes to achieve the objective of the organization (Walker, 2001, Youndt et al.1996). Employees in the current times have high demands than ever before which goes away further perks and salaries which were including cultural and work experience. The organization must provide a flexible, productive and dynamic working environment in order to retain and attract the potential employees.

2.12 The significance of Employee Retention strategy

Successful employee retention is essential to an organization's stability, growth and revenue. High employee turnover increases cost in resources, recruiting, and time when replacing open positions.

Expense to the organization for recruiting a new employee costs half to two hundred percent of the former employee's salary (Hebenstreit, 2008). The increased cost related to recruitment includes advertising and overlapping of salary; making it difficult to maintain positive employee culture and morale. High employee turnover also leads to missed opportunities for meeting production matrices and budgets set within the departments, adding additional cost to the organization. Hence, retaining the existing skilled and experienced employees would reduce the costs related with the above employee turnover. We used Ramlall's (2004) article as it concurred that keeping employees trained is important and has also a significant economic impact.

2.13 Effect of Recruitment and Selection Practices on Retention

Recruitment and selection are an indispensable tool in assisting the human resource managers and the whole organization to recruit the right people and retain them (O'Brien, 2011). When it is understood and accepted that poor recruitment decisions continue to affect organizational employee retention, many organizations across various jurisdictions have not identified and implemented effective hiring strategies. In some organizations, existing policies inhibit strategic recruitment process and selection; in others, the inhibiting factor is managerial inertia (Carrington, 2000). Effective recruitment and selection activities are directly concerned with the retention period of new recruits. Management practices conducted by the employee's department or supervisors might have contributed to the quit-rate of new recruits.

Pilbeam and Corbridge (2006) provide a functional overview of potential positive and negative aspects noting that the recruitment and selection of employees is fundamental to the functioning of an organization, and there are persuasive reasons for getting it right. Inappropriate employee selection decisions are greatly reduce organizational effectiveness, invalidate reward and development strategies, are regularly unfair on the individual recruit and can be difficult for HRM managers who have to deal with non stable employees.

2.14 Factors Influencing Retention

Human resource management play essential role in employee's retention (Meyer et, al. 2011). Many literatures find that human resource management practices in compensation and rewards, job security, training and developments, supervisor support culture, work environment and organization justice can help to reduce absenteeism, employee retention and better quality work. According to Osteraker (2011), the employee satisfaction and retention are considered the

foundation for success of organization. Past study classify employee retention in to social, mental or physical dimension. The grouping is based on social contacts at works, characteristics of the work task or the physical and material circumstances associated with work. The retention factors of the mental dimension are work characteristics, employees are retaining by flexible tasks where they can use their knowledge and see the results of their efforts. The social dimension refers to the contact employees have with other people, both internal and external. The physical dimension consists of working conditions and pay. Van Knippenberg, (2010), recommended that employee become more loyal and stay in the organization when they identify themselves within a group and contribute to the performance as a group.

Agrela, et al (2008) states the need to focus on the factors that affects retention is the most important to growth and success of organizations. Studies suggests that retention strategies, which effectively satisfy the desires of all employees consequently increase the ability for organization to adapt more effectively to ongoing organizational change (Gale Group, 2006). Research explains that trends redefining modern retention strategies go further than the habitual salary and benefits package (Gale Group, 2006) and compensation (Feldman, 2000) embracing employee motivation (Thomas, 2000), as one of the key factors to provide to the variety and long live of the employees in the organization.

Human resource management recruits and develops personnel to promote the organization's objectives. It includes interviewing candidates, train staff, and make retain the current employee through appropriately design compensation, benefits, employee/ labor relations, health, safety, and security aspects. The final goal of this activity is to manage the human capital of the organization and its culture for the organization's success. The selection of an effective manager is crucial in maintaining a nurturing and supportive environment for employees (Butcher, 2007).

According to Ethiopian Army Human resource Field Manual (2011), personnel retention is retains and develops military personnel to obtain a competitive advantage. Retention of employees is critically important in military units and institutions. Furthermore, Ethiopian Army Regiment field Manual (2010) stated that the major reasons why military personnel retention is important is due to the numerous negative outcomes that are associated with turnover. These military unit outcomes include high direct and indirect financial costs; a decrease in combat readiness and sustainability, a decrease in efficiency ; the rendering of service and standards; interruption in duty flow; loss of experience and expert knowledge; an increase in administrative processes; a

decline in the unit image; an interruption in the internal and informal social liaison and communication channels and an increased feeling of job dissatisfaction among the remaining personnel.

2.15 Empirical findings

Chandrasekhar et al. (2016) conducted a research on the effect of recruitment practice on employee retention in Sri Lanka and findings concluded that there was a positive effect of recruitment practices on employee retention in selected large scale apparel firms in Kandy district. Moreover, he suggested that it is essential for the HR department in the apparel firms to have much concern on these recruitment practices and follow them effectively in order to improve the employee retention. Further, it revealed that employee retention is positively correlated with the recruitment strategies and the recruitment policy.

Shuku (2015) conducted a research on the effect of recruitment and selection practices on retention of teachers in international primary schools in Nairobi County. The researcher used both Pearson Correlation and regression analysis were performed in inferential statistics. Findings on the effect of recruitment on retention it was concluded that recruitment channels meaningfully influence retention in international primary schools in Nairobi County, key among them of which include; personal connections, institution websites, Press media (e.g. newspapers or magazines) and public agencies. The outcomes further reveal that Selection Practices significantly influence retention of teachers in international primary schools in Nairobi County.

George, Esther and Agnes (2015) conducted a research on strategic employee recruitment practices and employee retention in commercial banks in Kenya. The researcher used mixed research approach and descriptive research design. The study concluded that the strategic employee recruitment influenced employee retention and also argued that recruitment and selection practice has a greater influence on employee retention. .

Gulazar (2014) conducted a research on the Impact of Human Resource Practices on Employee Retention in Telecom Sector of Pakistan: The results showed that different human resource practices have a significant impact on the employee retention. Further the result revealed that loyalty mediates the relationship of HRM and Employee Retention. Grace Karemu et al. (2014) conducted a research on the effect of employee recruitment strategies on employee retention at equity bank, in Kenya and the result indicated that, The study results supported this premise in

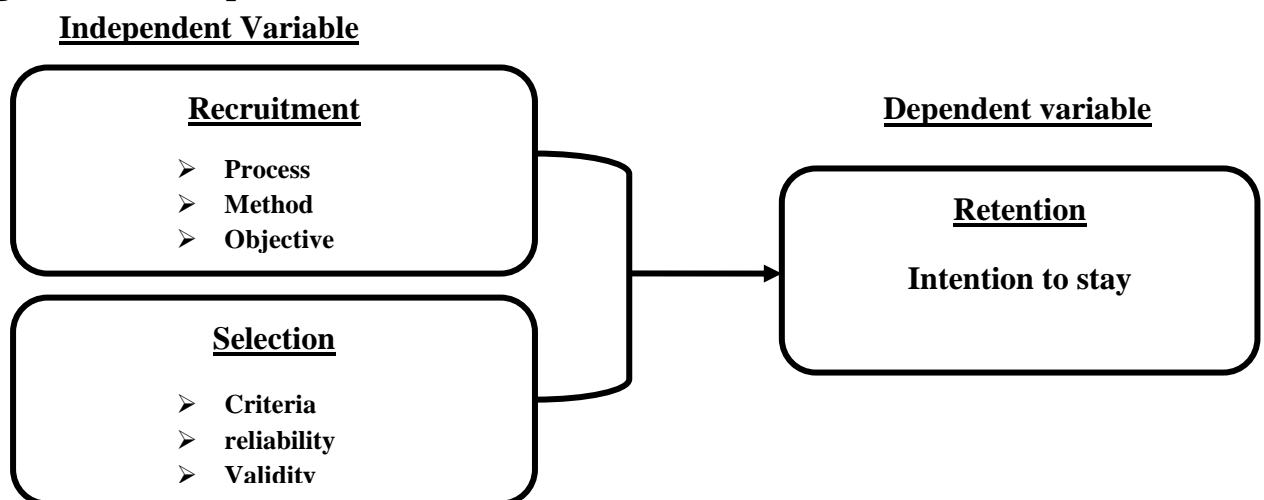
that the relationship between employee recruitment strategies and employee retention was found to be statistically significant.

Various studies argue that there is a direct correlation between the two variables. The review made on previous literature allowed this researcher to conclude that the culture of recruitment and selection has the potential to determine retention in an organization. Failure in effectively recruiting leads to a gap in employee retention. A good start at the recruitment and selection stage may guarantee good result at employee retention. Thus, a number of researchers have shown that there is strong link between these variables. The extent to which they impact one another might be answered depending on the primary data to be obtained and analyzed in due course.

2.16 Conceptual framework of the study

Employee retention should be linked with an effective recruitment and selection process. HR practitioners and recruitment agencies, while recruiting job candidates for their organisations, should consider job previews as an integral part of the recruitment process. The effectiveness of employee recruitment practice of an organization can be measured through the extent to which organizations attract well qualified employees who remain in the organization for a long period of time. Conceptual frameworks of this study have two independent variables (recruitment and selection) and one dependent variable (personnel retention).

Figure 2.3: Conceptual framework



Source, Wijesiri (2017)

CHAPTER THREE

RESEARCH METHODOLOGY

3. Introduction

This section gives a general idea of the research approach to address the research objectives. In this section discusses issues such as research design, sample and sampling techniques, source and tools of data collection and method of data analyses. Additionally this section also deals with a discussion on the ethical issues as well as validity and reliability of the study.

3.1 Description of the study area

This study was conducted in Major General Hayelom Araya Military academy and Hurso Testing Centre. The researcher selected the Academy and Testing Centre because recruitment and selection practice is continuously implemented. Major General Hayelom Araya Military Academy was first established during the regime of Emperor HaileSellasie in 1935 E.C at Holeta by the name of “Genet Tore Academy” for the purpose of building line officers and fills the gaps of leadership quality in the Army. The name of the Academy was renamed as Holeta Military Academy during the time of Dergue regime has served as senior line officer training centre from 1989 –1997 E.C. When EPRDF came in to power; the academy renamed by Major General Hayelom Araya Military Academy again. After 1997 up to know it serves for the development and training centre of officer cadets. The academy has a mission to generate well qualified and capable lower level unites and equivalent level leader for defense force by providing quality education and training.

3.2 Research Design

The selection of a research design is also based on the nature of the research problem or issue being addressed, the researchers’ personal experiences, and the audiences for the study Creswell (2009). According to John A.H. et al. (2007), Research design is the blueprint for fulfilling research objectives and answering research questions. In other words, it is a master plan specifying the methods and procedures for collecting and analyzing the needed information. In order to describe and explain the effect of recruitment and selection practice on military personnel retention in Major General Haylom Araya Military Academy, the researcher use explanatory type

of research design. According to Saunders, Lewis and Thornhill, (2009), explanatory research is about studying a situation or a problem in order to explain the relationships between variables.

3.3 Research approach

For this research the researcher used cross-sectional mixed research approach. Mixed research method is an approach to inquiry that combines or associates both qualitative and quantitative forms. It involves philosophical assumptions, the use of qualitative and quantitative approaches, and the mixing of both approaches in a study. It is more than simply collecting and analyzing both kinds of data; it also involves the use of both approaches in tandem so that the overall strength of a study is greater than either qualitative or quantitative research (Creswell & Plano Clark, 2007). With the mixed methods approach to research, researchers incorporate methods of collecting or analyzing data from the quantitative and qualitative research approaches in a single research study (Creswell, 2003). That is, researchers collect or analyze not only numerical data, but also narrative data, which is the norm for qualitative research in order to address the research question(s) defined for a particular research study.

3.4 Data source

In order to achieve the objective of this study, relevant data were collected from both primary and secondary sources. The primary data is obtained from the structured questionnaires that are distributed to the selected department of the Military Academy and Testing centre. Semi-structured interview is conducted to the Military Academy human resource department head and commandant of the Military Academy and Testing centre. Secondary data were obtained from documents such as HR strategies, policies and other collected data for other purpose.

3.5 Population and Sampling

The research is conducted to assess the effect of recruitment and selection practice on personnel retention in the Military Academy. The total population of the study is 221 respondents that the study focused on. The researcher use the sample size determination table developed by Israel, (2013), the appropriate sample size for population of $N=221$ $n=141$ and confidence level is = 0.05. The researcher were used proportionate stratified random sampling technique in order to give proportional representation to all selected departments those are found in the military academy and testing centre which form the sampling frame of the study. The strata for this research consist of one Military Academies and one Testing centre.

Table 3.1: Sampling Techniques

Organization	Department	Population	Sample size
Major Hayelom Academy	General Araya Training department	114	73
	Supportive staff	50	32
	Total	164	105
Hurso testing centre	Psychometric test section	17	11
	Field screening section	21	13
	Supportive staff	19	12
	Total	57	36
Total		221	141

The researcher used Formula for Proportions Israel (2013) which helped this formula calculate the sample sizes.

Confidence level 95%

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

$$n = N / (1 + Ne^2)$$

Where n = Number of samples,

N = Total population and

e = Error tolerance (confidence level of 95 percent used)

$$n = 221 / (1 + 221(0.05)^2)$$

$$n = 141$$

The total sample size of each stratum are shown with their respective population in the following table

Table 3.2: Determining Sample Size

Size of Population	Sample Size (n) for Precision (e) of:		
	±5%	±7%	±10%
100	81	67	51
125	96	78	56
150	110	86	61
175	122	94	64
200	134	101	67
225	144	107	70
250	154	112	72
275	163	117	74
300	172	121	76
325	180	125	77
350	187	129	78
375	194	132	80
400	201	135	81
425	207	138	82
450	212	140	82

Source Israel, Glenn D. 1992

3.6 Data Collection method

To attain the objective of this study the researcher were used primary and secondary data. The study used mixed research approach which is quantitative and qualitative. The primary data were collected through questionnaire and semi-structured interview. Close ended and open ended questionnaire and rated on a five point likert scale of 1 (strongly disagree) to 5 (strongly agree). Questionnaire is simple and quick to manage and it helps to collect data from the respondents (Zikmund et al., 2010).

3.7 Data Collection Procedure

The following procedures were taken in to consideration to deal with the study of recruitment and selection practice on personnel retention. First, relevant literatures were assessed. Second, to reach all the target respondents, good relationship was established by contacting the human resource development and the commandant of the Military Academy and Testing Centre through whom all others were asked for cooperation to fill the questionnaire. Third, interview was held with the

sector of human resource development and the commandant of the military Academy. Finally, document analysis was made to add up more relevant information for the study. All these activities were conducted by the researcher.

3.8 Pilot Test

Before the distribution of questionnaires to the sample population of the study, a pilot test was conducted in Major General Hayelom Araya Military Academy, which was not included in the final study. This help the researcher to get feed-back on the instrument whether it was constructed properly or not especially in detecting some redundant, ambiguous and unclear items of the questionnaire. Finally, after improving the questionnaire based on the feedback from pilot test, the instruments were administered, collected and analyzed.

3.9 Ethical consideration

The study considered some ethical issues. Such as, each respondent was aware of having the right to respond or not, the respondent has the right to participate or not, respondents have informed the purpose of the questioner and the study considers the confidentiality of the response by not asking to state name. This condition helps to state their idea and opinion freely. Willingness of the academy participants in the data gathering process is precondition for the study. The data that obtained from the participants were not be used for other purpose.

3.10 Validity and Reliability

Validity on the other hand, can be described as the extent to which the instrument measures what it purports to measure. According to Faux (2010), validity determines whether the research truly measures that which it was intended to measure. Thus validity measures how truthful the research results are or the extent to which scores truly reflect the underlying variable of interest. The instruments that the researcher used were continuously checked for the content and face validity by the researchers who have conducted researches concerning recruitment and selection process. The researcher in order to measure the effect of recruitment and selection practice, questions was adapted from (George M.et al., 2015; Chandrasekhar et.al. (2016). In addition, personnel retention questions were adapted from Jane (2013); Aman (2016) after the modification, the questionnaire was given to supervisors and experts to ensure refinement and content validity.

Reliability is one of the major criteria for evaluating research instruments. According to Lombard (2010), Coefficients of .90 or greater are nearly always acceptable, .80 or greater is acceptable in most situations, and .70 may be appropriate in some exploratory studies for some indices. To ensure the reliability of the instrument, reliability test has been done to check whether the Questionnaire consistently reflect what it mean measure or not. For the test of reliability Cronbach’s alpha was used as a measure of internal scale consistency using SPSS software and the result is as follows. As it can be seen in the table below, the result indicated that the measures were internally consistent by .724 for recruitment practice, .914 for selection practice and .711 for personnel retention.

Table 3.3. Reliability Statistics

Variables	Cronbach's Alpha	N of Items
Recruitment practice	.724	09
Selection practice	.914	15
Personnel retention	.711	09

Source: survey 2019

3.11 Data analysis

The collected data were checked for completeness, edited, transcribing the coded data from questionnaire in to computer and coded in to the statistical package for social science (SPSS) version 20. The qualitative data was analyzed thematically and triangulated with the quantitative findings. And then Descriptive and inferential statistics were applied. Descriptive statistics like frequency, percentage and ratio which includes the means and standard deviation were used to analyze the demographic characteristics of the respondents and the response variation of the study. The researcher has used correlation coefficient to measure the degree of relationship between independent and dependent variables. In this study the independent variables (recruitment and selection) and the dependent variables retention were correlated. According to Sekaran and Bougie (2010), a correlation coefficient, r , is a number between -1 and +1 that used to measure the degree of relationship between in dependent variable and dependent variable. The higher value of the correlation coefficient, the stronger the level of relationship between two variables. A positive value for the correlation coefficient indicates a positive relationship.

Therefore, a negative value for the correlation coefficient indicates a negative relationship. In addition to this the researcher will be used multiple regression analysis to assess the effect between the independent variable and dependent variables.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter contains the data analysis, the results, and the discussions and also gives some interpretations of the result. In order to present findings and the discussion about recruitment and selection practice on personnel retention at Major General Hayelom Araya Military Academy; the researcher used different forms of tables, graphs and figures; and qualitative analysis is done. The chapter has two parts. The first part is concerned with characteristics of respondents; and the second part is concerned with analysis and interpretation of primary data collected for the study.

4.1 Response Rate

One hundred and forty-one respondents were selected out of the total target population of 221 for the survey and hence the same numbers of questionnaires were distributed. However, out of these 141 questionnaires, 11 questionnaires were not properly filled and were not used in the analysis. And also 8 questionnaires were not given back thus a total number of 122 questionnaires were used and this represents 86.5%. The response rate of 86.5% was thought adequate for both the analysis and interpretation of the data.

4.2 Characteristics of Respondents

The characteristics of respondents included; Gender, Age, educational background, service year and military rank. The demographic data is summarized in following table.

Table 4.1: Gender of the respondents

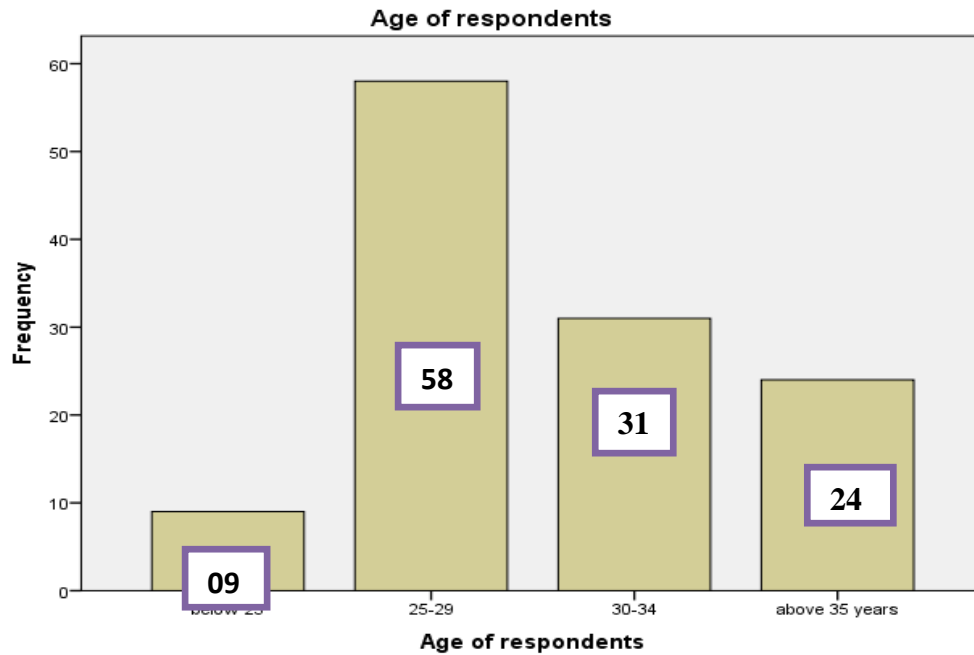
	Frequency	Percent	Valid Percent	Cumulative Percent
Male	99	81.1	81.1	81.1
Female	23	18.9	18.9	100.0
Total	122	100.0	100.0	

Source: based on Primary data of this study

The data obtained from the questionnaire, shown in the above table 4.1 reveals that out of 122 respondents 99 (81.1%) were male and the remaining 23 (18.9%) were female. This explains that the number of male respondents were greater than female respondents. In this study female

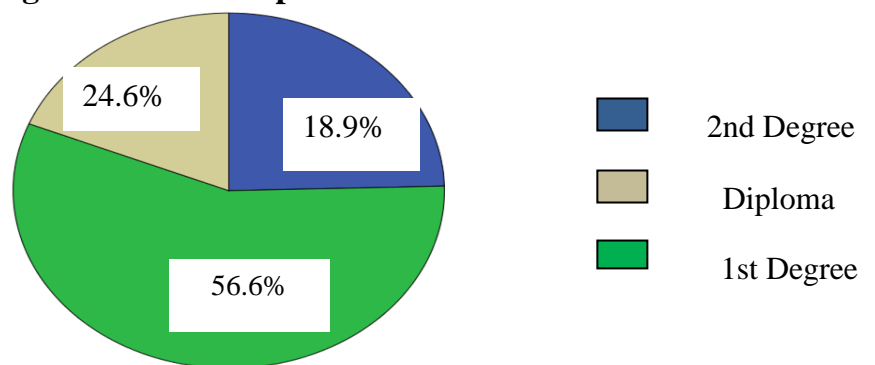
respondents have given an equal chance to be selected but the actual number of male in the target population was greater than female.

Figure 4.1: Age distribution



With regard to respondents` age category, 58 respondents were between 25-29 years representing 47.5% and the next higher groups were between the age of 30-34 years representing 25.4% and they were 31 in number. The third and fourth group of respondents were 24 (19.7%) and 09 (7.4%) fall under the age category of above 35 years and below 25 years respectively. So from this we can conclude that the majority groups of respondents are within 25-29 years of age and this implies that the age category in which high majority participants fell into is active and energetic working age category.

Figure 4.2: Educational background of the respondents



Source: based on Primary data of this study

Regarding the educational qualification of the respondents, the above figure 4.2 reveals that 24.6% were college diploma, 56.6% were BA/BSc and 18.9% were MA/MSc holders. So from this we can conclude that the majority groups of respondents are first degree holders. This revealed that the respondents are well qualified to provide sound information for the study since the educational level of respondents was very crucial for this study in order to get views and opinions from different levels of education.

Table 4.2: service period of the respondents in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 5 years	22	18.0	18.0	18.0
5-10 years	37	30.3	30.3	48.4
Above 10 years	63	51.6	51.6	100.0
Total	122	100.0	100.0	

Source: based on Primary data of this study

According to the above figure, the respondent's service year in the organization is described as follows. Around 18% of the respondents had less than 5 (<5) years' work experience and about 30.3% of them had experience ranging from 5-10 years, 51.6% of the respondents have the highest work experience of 10 years and above. The result indicated that, 81.9% of respondents have above 5 years working experience in the Military Academy. This illustrates that the majority of respondents have a good work experience to provide the relevant information about officer cadet recruitment and selection practice of the organization. This in turn shows that the data were collected from respondents with enough working experience and hence the information gained is very reliable.

Table 4.3: Rank held by the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Higher officer	14	11.5	11.5	11.5
Line officer (NCOs)	53	43.4	43.4	54.9
Private soldier	46	37.7	37.7	92.6
Total	9	7.4	7.4	100.0
	122	100.0	100.0	

Source: based on Primary data of this study

Note: NCO: - Non-Commissioned officer: from corporal to sergeant major; line officer: from 2nd lieutenant to captain and higher officer: major to colonel.

The analysis results from the above table 4.3 indicate that majority of respondents 43.4% were line officers (includes second lieutenant, lieutenant and captain) and 37.7% of respondents were noncommissioned officers (NCOs) 11.5% respondents were higher officers (Majors, lieutenant colonel and colonel) followed by higher officer, 9% of the respondent were private soldier. This result indicated that NCOs and line officers were the greatest number of the respondents in this study and hence believed to provide significant information for the purpose of the study. The respondent's military Ranks very essential in this study in order to get views and opinions from different levels of military ranks.

4.3 Descriptive Analysis

4.3.1 Officer Cadet Recruitment Practices

The study tried to assess the effect of recruitment and selection practice at MGHA Military Academy. The respondents forwarded their view on this issue and the summary of their responses are given in table 4.4 below.

The questionnaires of this research are designed using a 5 point likert scale to collect proper responses by choosing: 5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree and 1= Strongly Disagree.

Table 4.4. Mean and St.Deviation of Responses on recruitment practices of the organization.

No	Recruitment	Descriptive Frequency Table								
		Scale					N	Mean	SD	
		1	2	3	4	5				
Q1	The organization fills vacancies from within the organization as a norm (promotion).	f	8	7	2	64	41	122	4.01	1.087
		%	6.6	5.7	1.6	52.5	33.6			
Q2	The organization gives equal opportunity for all applicants without any discrimination based on sex and colour.	f	5	7	4	52	54	122	4.17	1.026
		%	4.1	5.7	3.3	42.6	44.3			
Q3	The organization clearly defines the requirement and candidate specification in the recruitment process.	f	30	56	9	20	7	122	2.65	1.266
		%	24.6	45.9	7.4	16.4	5.7			
Q4	If I receive an attractive job offer from another company, I would take the job.	f	37	56	9	15	5	122	2.23	1.141
		%	30.3	45.9	7.4	12.3	4.1			
Q5	The recruitment process was satisfactory.	f	30	60	7	20	5	122	2.47	1.069
		%	24.6	49.2	5.7	16.4	4.1			
Q6	Candidates for a job in the organization take formal tests before being hired.	f	2	9	7	52	52	122	4.17	.951
		%	1.6	7.4	5.7	16.4	4.1			
Q7	Officer cadet undergoes structured interviews (job related questions, same questions asked for all applicants, rating scales) before being hired.	f	10	12	7	60	33	122	3.77	1.191
		%	8.2	9.8	5.7	42.6	42.6			
Q8	The recruitment and selection process affects the service delivery of the organization.	f	7	40	14	43	18	122	3.20	1.212
		%	5.7	32.8	11.5	35.2	14.8			
Q9	There is proper planning for the recruitment and selection process	f	2	30	24	50	16	122	3.39	1.049
		%	1.6	24.6	19.7	41.0	13.1			
Recruitment Total score							122	3.34	1.110	

Source: survey 2019

As table 4.4 indicates, participants were asked whether the organization fills vacancies from within the organization as a norm (promotion). With regard to this promotion item, a vast majority of 105 (86.1%) respondents agreed with the statement, 2(1.6%) respondents kept neutral and the remaining 15 (12.3%) respondents disagreed. The mean value 4.01 with standard deviation 1.087 indicates that most respondents agreed on the subject. This shows vacancies are filled from within the organization.

As shown on the table in item no. 2, respondents view on whether the organization gives equal opportunity for all applicants without sex and colour discrimination while recruiting was assessed and analyzed. A vast majority 106 (86.9%) of participants agreed on the absence of the said discrimination, 4 (3.3%) kept neutral and the remaining 12 (9.8%) believed the existence of such discrimination. Also the mean value (4.17) for this item shows that the recruitment process in the organization is non-discriminatory.

Item no 3, as shown on the table above, was about whether the organization clearly defines the requirement and candidate specification while recruiting. Here the majority, 86 (70.5%) participants disagreed, 9(7.4%) respondents kept neutral and the remaining 27 (22.1%) participants agreed on the item. The mean value (2.65) for this item also indicates that the requirement and candidate specification in the recruitment process is not clearly defined.

The respondents of the study were also asked whether the organization selects the right candidate based on the multi-skills and experience they possess. With this item 93 (76.2%) participants disagreed, 9(7.4%) respondents kept neutral and the remaining 20 (16.4%) participants have agreed. The mean value (2.23) for this item also shows that multi-skills and experience are not used as a base for recruiting the right candidate.

The respondents view on whether the recruitment process is satisfactory was also assessed. Accordingly, 90 (73.8%) participants labeled the process unsatisfactory, 7 (5.7%) respondents kept neutral whereas the remaining 25 (20.5%) participants considered the process satisfactory. The mean value for this item analyzed to be 2.47 implying the recruitment process to be unsatisfactory.

Whether candidates for a job in the organization take formal tests before being hired was among items addressed by the participants of the study. 104 (85.2%) agreed with the statement, 7 (5.7%) participants remain neutral and the remaining 11 (9%) respondents disagreed that the organization gives formal test for recruiting. The mean value for this item analyzed to be 4.17implying the organization utilize formal test.

When it comes to recruiting officer cadets, the respondents forwarded their view on whether the officer cadets undergo structured interviews (job related questions, same questions asked for all applicants, rating scales) before being hired. As the above table shows, the majority, 93 (76.2%) of the respondents agreed that officer cadets go through such evaluation. Only 22 (18%) of the

respondents disagreed on the experience of such evaluation and the remaining 7 (5.7%) participants kept indifferent to this item. So the majority of respondents believed that officer cadets go through structured interview before taken in. The mean value (3.77) is also above the Likert scale average for this study supporting the existence of such experience in the recruitment process.

As indicated in another item on the table concerning whether the recruitment and selection process affects the service delivery of the organization, exactly half, 61 (50%), of the respondents agreed that the recruitment and selection process affects the service delivery of the organization. Whereas, 14 (11.5%) respondents were neutral and the remaining 47 (38.5%) respondents disagreed to the effect of the recruitment and selection process to the service delivery of the organization. So the majority of respondents believed that the recruitment and selection process affects the service delivery of the organization compared to those who believed the other way.

The last item on this category was about the existence of proper planning for the recruitment and selection process in the organization. Regarding this item above average 66 (54.1%) participants agreed, 24 (19.7%) participants kept neutral and the remaining 32 (26.2%) participants disagreed to the existence of proper planning for recruitment and selection process. The mean value for this item analyzed to be 3.39 as the result shows, a majority of respondents perceive that the recruitment and selection was implemented with a proper planning.

The above finding indicated that the military Academy has a problem in the area of candidate specification, selecting candidate based on multi-skills and experience and satisfaction on the recruitment process of the military Academy. Based on these the military Academy must work hard on those dimensions in order to improve the recruitment practice which in turn improves the overall efficiency of human resource practice.

In addition to the questionnaires distributed to the members of the military Academy and testing centre, the researcher has conducted an interview with human resource development head, the commandant of the military Academy and Testing centre .Their response were similar with the above analysis. During interview they admitted that the military Academy has a problem on defining candidate specification before the recruitment process begin and unable of selecting skilful and experienced officer cadet .In general, they believe that the Military Academy officer cadet recruitment practice were not satisfactory.

4.3.2 Officer Cadet Selection practice

In this section, the questionnaire data about the officer cadet selection practice at MGHA military academy has been analyzed. The results of the responses are shown in table 4.5 below.

Table 4.5. Mean and St.Deviation of Responses on selection practices of the organization

No	Selection	Descriptive Frequency Table								
		Scale					N	Mean	SD	
		1	2	3	4	5				
Q1	The selection is made with proper preparation and considerable time.	f	8	21	12	67	14	122	3.48	1.106
		%	6.6	17.2	9.8	54.9	11.5			
Q2	The selection criteria of the organization are not transparent.	f	5	17	6	61	33	122	3.82	1.108
		%	4.1	13.9	4.9	50.0	27.0			
Q3	The selection is clearly communicated to all the applicants.	f	5	26	13	53	25	122	3.55	1.158
		%	4.1	21.3	10.7	43.4	20.5			
Q4	HR department's performance on selection is adequate.	f	7	36	18	49	12	122	3.19	1.138
		%	5.7	29.5	14.8	40.2	9.8			
Q5	The overall selection practice of the organization is satisfactory.	f	15	65	15	24	3	122	2.47	1.022
		%	12.3	53.3	12.3	19.7	2.5			
Q6	Selection questions were appropriate to measure the knowledge, skills and abilities that are required for the open position.	f	22	74	10	10	6	122	2.21	.995
		%	18.0	60.7	8.2	8.2	4.9			
Q7	Only candidates with the relevant skills are considered during the selection process.	f	36	69	5	5	7	122	2.00	1.012
		%	29.5	56.6	4.1	4.1	5.7			
Q8	The interview questions of the organization are screening sufficiently and assess the applicant's knowledge, skill, and ability for the position.	f	6	10	8	59	39	122	3.94	1.078
		%	4.9	8.2	6.6	48.4	32.0			
Q9	There is consistency on the interview questions	f	29	50	15	20	8	122	2.41	1.204
		%	23.8	41.0	12.3	16.4	6.6			
Q10	The parameters of the interview are not highly standard.	f	29	50	15	20	8	122	3.20	1.042
		%	23.8	41.0	12.3	16.4	6.6			

No	Selection	Descriptive Frequency Table								
		Scale					N	Mean	SD	
		1	2	3	4	5				
Q11	The exams sufficiently assess the officer cadet capabilities.	f	11	67	16	24	4	122	2.53	1.014
		%	9.0	54.9	13.1	19.7	3.3			
Q12	The contents of the question are related to the job.	f	4	24	10	64	20	122	3.59	1.081
		%	3.3	19.7	8.2	52.5	16.4			
Q13	During selection process the organization administered personality test to Assess the behavior of officer cadet.	f	1	7	10	74	30	122	4.02	.797
		%	8	5.7	8.2	60.7	24.6			
Q14	Team role play is one of the selection practices of the organization.	f	2	8	5	83	24	122	3.98	.808
		%	1.6	6.6	4.1	68.0	19.7			
Q15	During cadet selection the organization utilize work sample tests and job knowledge tests.	f	4	14	13	68	23	122	3.75	.998
		%								
Selection Total score								3.209	1.037	

Source: researcher survey, 2019

As table 4.5 reveals, regarding selection process, participants were asked whether the selection is made with proper preparation and considerable time. With this item, 81 (66.4%) respondents agreed, 12 (9.8%) participants kept neutral and the remaining 29 (23.8%) respondents disagreed. The mean value 3.48 with standard deviation 1.1108 for this item also indicates that most respondents agreed that proper preparation and considerable time is taken to make the selection.

The respondents of the study were also asked about the transparency of the organizations' selection criteria. On this matter, a vast 94 (77%) respondents agreed, 6 (4.9%) participants kept neutral and the remaining 22 (18.1%) respondents disagreed with the transparency of the selection criteria. The mean value 3.82 for this item also suggests that most respondents do believe that the selection criteria of the organization are not transparent.

Respondents had also shared their view on whether the selection is clearly communicated to all the applicants. For the item raising this question, 78 (63.9%) respondents agreed, and 13 (10.7%) participants kept neutral whereas the remaining 31 (25.4%) respondents disagreed to its clear communication. As the result shows, majority of the respondents perceive that the selection is

clearly communicated to all the applicants. The mean value 3.55 for this item also supports this result.

Concerning adequacy of HR department's performance on selection, half of the respondents, 61(50%) agreed, 18 (14.8%) respondents were indifferent and the remaining 43 (35.2%) respondents disagreed to the item stating HR department's performance on selection is adequate. The mean value 3.19 for this item slightly supports the adequacy of the department's performance on selection.

For the item stating whether the overall selection practice of the organization is satisfactory, only 27 (22.2%) respondents agreed while 15 (12.3%) respondents kept indifferent and the remaining majority 80 (65.6%) respondents disagreed that the said practice is satisfactory. The mean value 2.47 also indicates that majority of the respondents do believe that the overall selection practice of the organization is unsatisfactory.

The appropriateness of selection questions to measure the knowledge, skills and abilities that are required for the open position was also asked on an item shown on the table above and the respondent's level of agreement on the issue was analyzed. As a result, 16 (13.1%) respondents agreed, 10 (8.2%) respondents remain neutral whereas the remaining majority 96 (78.7%) respondents disagreed with the appropriateness of the selection questions. The mean value 2.21 for this item indeed tells that the selection questions used to measure the knowledge, skills and abilities that are required for the open position are not appropriate.

For the item stating whether only candidates with the relevant skills are considered during the selection process, 12 (9.8%) respondents agreed, 5 (4.1%) participants kept neutral, and the remaining big majority 105 (86.1%) respondents disagreed. The mean value 2.00 for this item also indicates that candidates that are considered during the selection process are not only those with the relevant skills.

The respondents of the study were also asked whether the interview questions of the organization are screening sufficiently and assessing the applicant's knowledge, skill, and ability for the position. On this matter, 98 (80.4%) respondents agreed, 8 (6.6%) participants kept neutral and the remaining 16 (13.1%) respondents disagreed with the statement. The mean value 3.94 for this item also suggests that the interview questions are good enough to be used for screening.

On the other hand, respondents view on whether there is consistency on the interview questions was also analyzed. With the item raising this question, only 28 (23%) respondents have agreed, 15 (12.3%) participants kept neutral whereas the remaining majority 79 (64.8%) respondents disagreed with the statement. The mean value for this item is also found to be 2.41. As the result shows, a majority of respondents perceive that the interview questions are inconsistent.

On another item, whether the parameters of the interview are not high standard was assessed. Regarding this 57 (46.7%) respondents agreed, 28 (23%) respondents kept indifferent while the remaining 37 (30.3%) participants disagreed that the parameters of the interview are not high standard.

Participants of the study have also reflected their view on whether the exams used for selection sufficiently assess the officer cadet capabilities. With this regard, only 28 (23%) respondents agreed, whereas 16 (13.1%) participants kept neutral and the remaining majority 78 (63.9%) disagreed with the statement. The mean value for this item is found to be 2.53. These results imply that the exams used for selection do not sufficiently assess the officer cadet capabilities.

Concerning relevance, the study participants were asked whether the contents of the questions are related to the job. Majority 84 (68.9%) respondents agreed with the relevance of the contents, 10 (8.2%) respondents kept indifferent and the remaining 28 (23%) respondents disagreed on the relevance of the exam contents with the job. The mean value 3.54 also indicates that most respondents agreed on the item.

Regarding behaviour assessment, participants were asked whether the behaviour of officer cadet is assessed during selection process by administering personality test. A big majority 104 (85.3%) respondents agreed with the administering of personality test to assess behaviour, 10 (8.2%) kept neutral and the remaining only 8 (13.7%) respondents disagreed with the existence of such test. Hence, the mean value 4.04 also indicates that most respondents agreed on the item and majority respondents believed that during selection process the organization administers personality test to assess the behavior of officer cadets.

Regarding whether team role play is used as one of the selection practice of the organization, 107 (87.7%) respondents agreed, 5 (4.1%) respondents kept indifferent and the remaining only 10 (8.2%) respondents reported that role play is not used as one of the selection practice of the organization. The mean value 3.98 also indicates that most respondents agreed on the item.

On the last item, whether work sample tests and job knowledge tests are utilized during cadet selection was addressed. The majority, 91 (74.6%), participants agreed, while 13 (10.7%) of them kept neutral and the remaining 18 (14.8%) reported that such tests are not utilized by the organization.

In sum, the above finding shows that, Major General Hayelom Araya Military Academy faces a problem in the areas of selection practice such as the inappropriateness of officer cadet selection and measure the knowledge, skills and abilities , selecting officer cadet who has not relevant skill for officer cadet training, and the inconsistency of the interview question were the main challenge..

In addition to the questionnaires distributed to the members of the Military Academy and Testing Centre, the researcher has conducted an interview with human resource development head and the commandant of the military Academy and Testing centre .Their response were similar with the above analysis. During interview they were confirmed that the Military Academy has a problem on its officer cadet selection practice .They discussed that the instrument that the Academy utilize to assess the skill and abilities of the candidate is not holistic because of this the one who have not relevant skill were selected. Not only had this but also interviewed questions also not implemented properly by evaluators in order to assess the skill and capabilities of the candidate. Finally they conclude that the overall officer cadet selection practice of the organization is not satisfactory. Beside this the researcher analyzed the document of the human resource development department but was not able to find well written and articulated document concerned the officer cadet recruitment and selection practice.

4.3.3 Personnel (employee) retention

There are various ways and means to minimize employee turnover. Management is strongly required to point out the factors why employees quit organization so that the proper treatment can be adopted by the management because of increase in direct and indirect expenses incurred on the employees' turnover (Ongori, 2007). Failing to pay attention to retain committed employees could prove fatal as far as survival of the organizations is concerned.

The data personnel retention practice at MGHA Military Academy has been analyzed in this section. The result of the data analysis is shown in table 4.6 below

Table 4.6 Mean and St.Deviation of Responses on retention practices of the organization

No	Retention	Descriptive Frequency Table								
		Scale					N	Mean	SD	
		1	2	3	4	5				
Q1	I am eager to continue my employment in the organization at this time.	f	28	68	12	11	3	122	2.12	.950
		%	23	55.7	9.8	9	2.5			
Q2	I am interested to stay with this organization even if other organization gives me more pay and other career development.	f	28	61	17	11	5	122	2.21	1.030
		%	23	50	13.9	9	4.1			
Q3	I have no intention of leaving the organization	f	15	53	7	22	25	122	2.91	1.391
		%	12.3	43.4	5.7	18.0	20.5			
Q4	If I receive an attractive job offer from another company, I would not take the job	f	11	40	25	35	11	122	2.96	1.160
		%	9.0	43.4	5.7	18.0	20.5			
Q5	I love working for this organization.	f	21	62	1	21	17	122	2.60	1.334
		%	17.2	50.8	8	17.2	13.9			
Q6	Within this organization my work gives me satisfaction.	f	19	81	4	15	3	122	2.20	.933
		%	15.6	66.4	3.3	12.3	2.5			
Q7	The rate of turnover in the organization is minimal.	f	15	67	17	14	9	122	2.47	1.085
		%	12.3	54.9	13.9	11.5	7.4			
Q8	The work I'm doing is very important to me.	f	7	21	36	39	19	122	3.34	1.112
		%	5.7	17.2	29.5	32.0	15.6			
Q9	Member of the organization are satisfied with their wages	f	34	61	5	14	8	122	2.19	1.59
		%	27.9	50.4	4.1	11.5	6.6			
Retention Total score									2.55	1.176

Source: Researcher's survey, 2019

As the above table shows, one of the items addressed by the respondents on personal retention was eagerness to continue as employee in the organization at this time. 14 (11.5%) participants showed their agreement, while 12 (9.8%) of them kept neutral and the remaining 96 (78.7%) reported their disagreement with the item. The mean value 2.12 for this item shows, employees are not eager to continue working in the organization.

Regarding interest to stay with the organization even if other organization provide more pay and other career development, the majority 89 (73%) found to be not interested. 17 (13.9%) remain neutral and the remaining 23 (18.8%) showed their interest on staying with the organization. The

mean value 2.21 for this item indicates that employees have not interest to stay in the organization.

Concerning intention of leaving the organization, 47 (38.5%) respondents reported having no intention of leaving whereas 7 (5.7%) respondents kept indifferent and the majority 68 (55.7%) disagreed with having no intention of leaving. The mean value 2.91 for this item shows slightly more intention of leaving the organization than staying.

Participants were also asked to reflect on the item stating if they receive an attractive job offer from another company, they wouldn't take the job. On this issue, 46 (38.5%) agreed, 25 (20.5%) respondents remain neutral and the remaining 51 (41%) disagreed with the above statement.

On another item, participants were also asked whether they love working for the organization they are working for. With this regard, majority 83 (68 %) respondents disagreed, 38 (31.1%) reported that they love to work for their organization. The remaining 1 (0.8%) respondent remains neutral.

Regarding job satisfaction, the respondents were asked whether they are getting satisfaction from their work in the organization. A majority, 100 (82%), reported that they do not get satisfaction from their work, 4 (3.3%) respondents kept neutral whereas the remaining 18 (14.8%) respondents agreed. The mean value for this item is also found to be 2.20. As the result shows, a majority of respondents perceive that they didn't get satisfaction from their job.

The participants were asked to reflect their view on the item stating the rate of turnover in the organization is minimal. With this regard, majority, 82 (67.4%) disagreed, 23 (18.9%) agreed and the remaining 17 (13.9%) respondents kept neutral. The mean value for this item is also found to be 2.47. As the result shows, a majority of respondents perceive that the organization turnover rate is not minimal

On the other hand, respondents view on whether the works they are doing are important to them or not. Concerning this item 28 (12.9%) respondents disagreed, 58 (47.6%) respondents express their agreement and the remaining 36 (29.5%) kept neutral.

On the last item, the participants were asked whether members of the organization were satisfied with their wage or not. In this regard a high majority 95 (78.3%) disagreed, 22 (18.1%) agreed and the remaining 5 (4.1%) kept neutral. The mean value for this item is also found to be 2.19. As the result shows, a majority of respondents are not satisfied with their wage.

Beside this the researcher conducted interview on the human resource department and commandant of the military Academy and testing center concerning retention. The result of the interview is similar with the above analysis In addition to this the researcher analyzed documents which are related retention, but there is no any well written document concerning personnel retention.

4.4 Correlation analysis

Correlation measures the extent of correspondence between the ordering of two random variables. In this study it measures the extent of recruitment and selection on personnel retention. The researcher used of the linear product-moment correlation coefficient, also known as Pearson’s correlation coefficient (r), to express the strength of the relationship. The value of r always lies between -1 and 1 inclusive, that is, $-1 \leq r \leq 1$. If Y & X two variables and Y increase when X increases, we say that there is positive or direct correlation between them. However, if Y decreases when X increases (or vice versa), then we say that they are negatively or inversely correlated. The reader must have noticed that direct and inverse are terms that are used in the context of variation or proportionality. The extreme values of r , that is, when $r = \pm 1$, indicate that there is perfect (positive or negative) correlation between X and Y . However, if r is 0 , we say that there is no or zero correlation. Note When $r = 0$, we may not assert that there is no correlation at all between X and Y . Pearson’s correlation coefficient is meant to measure linear relationship only. It should not be used in the case of non-linear relationships since it will obviously lead to an erroneous interpretation.

Table 4.7. Pearson's Correlation between Independent and Dependent Variable Correlations

		Recruitment	Selection	Retention
Recruitment	Pearson Correlation	1	.679**	.672**
	Sig. (2-tailed)		.000	.000
	N	122	122	122
Selection	Pearson Correlation	.679**	1	.515**
	Sig. (2-tailed)	.000		.000
	N	122	122	122
Retention	Pearson Correlation	.672**	.515**	1
	Sig. (2-tailed)	.000	.000	
	N	122	122	122

** . Correlation is significant at the 0.01 level (2-tailed).

As it is shown in the table 4.7 above recruitment and selection practice is positively related to the dependent variable of personnel retention with a Pearson correlation coefficient of recruitment practice 0.672 ($r=0.672$) and significance value is less than 0.001, selection with a Pearson correlation coefficient of 0.515 and significance value of less than 0.001. This significance tells us there is a strong positive relationship between the dependent variable (personnel retention) with the independent variable (recruitment and selection) practice. The result of this study is consistence with the studies conducted by Mbugua,G .et al.(2015),Hossain,S. et al.(2015), Jane.O(2015) and Perera, G. et al.(2016),which revealed that recruitment had strong positive and significantly influence on personnel retention.

4.5 Regression Analysis

Regression is a statistical technique to determine the linear relationship between two or more variables. Regression is primarily used for prediction and causal inference. In its simplest (bivariate) form, regression shows the relationship between one independent variable (X) and dependent variable (Y). In this research recruitment and selection are independent variable and personnel retention is dependent variable. So regression is the best technique for investigating the relation of the two variables.

Table 4.8: Model summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.677 ^a	.458	.449	.30682

a. Predictors: (Constant), selection, recruitment

From table 4.7 clearly show the value of R and R². In this analysis the value 0.677 which is a measure of the correlation between the observed value and the predicted value of the dependent variable (personnel retention).Whereas R Square (R²) is the square of this measure of correlation and indicates the proportion of the variance of personnel retention with the existence of the recruitment and selection variables.

Hence, R Square = 0.458 implies that only 45.8% of personnel retention is explained by recruitment and selection. In essence, this is a measure of how good a prediction of the dependent variable we can make by knowing independent variables.

This implies that 45.8% of the variance in the dependent variable is explained by the independent variables in the model. The model also indicates that, the remaining 54.2% of the variance can be explained by other variables out of this model and indicates that further research might be needed for this.

Table 4.9: Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.792	.171		10.477	.000
1 recruitment	.341	.052	.598	6.505	.000
selection	.084	.071	.109	1.189	.237

a. Dependent Variable: retention

The coefficient table is used to test each predictor variables at alpha= 0.05. Therefore, the sig. (p-value) of each predictor variable is .000 and .237, respectively. The P value of recruitment practice is 0.000 which is statistically significant with 0.01 levels. However, the p value of selection practice is .237 which is statically not significant or law effect on personnel retention. The beta value is a measure of how strongly predictor variable influences the criterion variable. The higher the beta value the greater the impact of the predictor variable on the criterion variable. From the above model, the factor that has the greatest effect on the personnel retention is recruitment ($\beta=0.341$), next is selection ($\beta=0.084$), the result obtained from the regression analysis showed that recruitment has more effect on personnel retention and meaningful when compared with selection variables.

4.6 Summary of Interview

Analysis of the interview conducted with human resource department and commandants of the military Academy and testing center revealed that, during annual officer cadet recruitment process, the organization makes the recruitment by sending recruiters to different Army units. According to the results from the interview, this practice has created the problems such as:

- ✓ Since many of the recruiters lack the necessary skill and are not well trained on the area of recruitment and selection, the selection and recruitment process has always been facing a challenge.
- ✓ The recruitment and selection of officer cadets highly depends on the commanders of the army units who have a big role in deciding who should be recruited regardless of the knowledge of the candidate. This practice made the recruitment process ineffective, as the officer cadet selection does not depend only on the knowledge of the candidate.

The recruitment is only from the army members due to the stipulation of Ministry of National Defense (MoND) proclamation no.27/88 Article 4. The article states that the recruitment of officer cadets should be from the army. But this may change in the near future as the parliament of FDRE has already approved selection of officer cadets from civilian society.

Beside these, the researcher conducted interview on personnel retention with the human resource department and commandants of the Military Academy and the Testing center. The result of this interview showed that although the Military Academy has a written retention policy, but it is not well communicated among all levels of leadership in the academy. Hence retention has remained a problem to the academy.

CHAPTER FIVE

SUMMARY; CONCLUSION AND RECOMMENDATIONS

Introduction

The objective of this study is to assess the effect of recruitment and selection practice on personnel retention in Major General Hayelom Araya Military Academy. This chapter deals with summary of finding, conclusion reached recommendation and suggestion for further study forwarded based on the finding.

5.1 Summary of Findings

To achieve the general and the specific objectives of the study stated in chapter one, different methods and data sources were used. The collected data were analyzed using proper methodologies and the result shows that there are several problems related to officer cadet recruitment and selection practice and its implementation. Participants of the study were asked to respond close ended and open ended questions using their knowledge, understanding, and believe. In addition to this the researcher has conducted interview with the human resource department and commandant of the military Academy in order to investigate the problem. The purpose of this study was to examine officer cadet recruitment and selection practice in Major General Hayelom Araya Military Academy. To attain this purpose the following research questions were developed.

1. What is the recruitment practice in Major General Hayelom Araya Military Academy?
2. What is the relationship between recruitment and retention in Major General Hayelom Araya Military Academy?
3. How does recruitment affect retention in Major General Hayelom Araya Military Academy?
4. What is the level of retention in Major General Hayelom Araya Military Academy?

To this end an explanatory research design was employed in this study with an assumption that it is helpful to identify any effect or of the factors or independent variables (recruitment and selection) on the outcome variable (employee retention). Because of different characteristics in terms of educational background, age and experience of the respondent, the researcher took the stratified random sampling technique. Accordingly questionnaires were distributed to a total of 141 and 122 of them were returned and for analysis. Furthermore, interview with human resource development department and the commandant of the military Academy was used and documents related to officer cadet recruitment and selection was analyzed.

The quantitative data collected by using questionnaires were encoded, tabulated, analyzed and interpreted by descriptive statistics (by mean scores and standard deviation), and correlation and regression using SPSS version 20. Percentage was also employed to analyze the background information of the respondents. The qualitative data collected through interview and secondary data source was also analyzed in line with the research objective and questions. Therefore, based on the analyzed data, the findings of the study are summarized as follows:

1. The first question was regarding recruitment practice in Major Genera Hayelom Araya Military Academy. For this question the researcher used questionnaires regarding recruitment practice and conduct interview. The finding indicated that, Major General Hayelom Araya Military Academy has faced a problem on officer cadet recruitment practice.
 - ✓ Majority of participants (70.5%) disagree on the organization clearly define the requirement and candidate specification in the recruitment process. which reveals that the military Academy couldn't conduct the recruitment process properly.
 - ✓ The finding reveals that, majority of the participants (76.2%) disagreed on the issue of the military Academy selecting the right candidates based on the multi-skills and experience.
 - ✓ More participants (73.8%) perceive that the recruitment practice of the military Academy was not satisfactory.
 - ✓ Concerning selection practice majority of the participants (78.7%) disagreed on the issue of selection questions was appropriate to measure the knowledge, skills and abilities that are required for the open position.

- ✓ The majority of the respondents (86.1%) disagreed on the issue of only candidates with the relevant skills are considered during the selection process. This shows that the Military Academy has problem on selecting the candidate with aright skill and ability for officer cadet training.
 - ✓ Majority of the respondents (64.8%) affirmed that there is no consistency on the interview questions.
 - ✓ Majority of the respondents (63.9%) confirm that the exam is not sufficiently assessing the officer cadet capabilities.
 - ✓ Majority of the respondents (65.6%) disagreed on the issue of the overall selection practice of the organization is satisfactory.
 - ✓ Due to the stipulation of ministry of national defense (MoND) proclamation no.27/88. Article 4 cites officer cadet recruits only from army. Therefore during annual officer cadet recruitment process, the organization uses the method of sending correspondence to different Army units. According to this the organization was faced lack of trained and sufficient human resource in the area of recruitment and selection; use the unit leaders as a recruiter without sufficient skill and knowledge on the area. Consider the candidate that has not sufficient knowledge, skill, interest and motivation to officer cadet training.
2. The second question is regarding the relationship between recruitment and retention in the military Academy. In order to answer this question, the researcher used person's correlation and regression model of analysis, so the result of the correlation analysis suggest that, recruitment and selection have strong and positive relationship recruitment with personnel retention. That is if the academy improves the recruitment and selection practice, personnel retention also improves. Beside this, the researcher also conducted regression analysis. The results of the regression analysis suggest that, there is causal relationship between recruitment and selection on personnel retention .That means, if the quality of recruitment practice improved personnel retention also improved. From interview and secondary data source, the researcher got findings: Without well-developed scientific recruitment platform, human resource department could not assure personnel retention. The result of this study is consistent with the previous studies conducted by Mbugua, et al.(2015), Hossain,S. et al.(2015), Jane.O(2015) and Perera, G. et al.(2016),which revealed that recruitment had strong positive and significantly influence on personnel retention.

3. The third question is how does recruitment affect retention in Major General Hayelom Araya Military Academy?

According to the analysis, many of the recruiters have not the necessary skill and are not well trained on the area of recruitment and selection. Due to this reason the selection and recruitment process has always been facing a challenge. The recruitment and selection of officer cadets highly depends on the commanders of the army units who have a big role in deciding who should be recruited regardless of the knowledge of the candidate. This practice made the recruitment process ineffective and affects personnel retention in the military Academy.

4. The fourth question is regarding level of retention in Major General Hayelom Araya Military Academy. Concerning personnel retention, different questions were raised to the participants to assess the perception and the total mean value 2.55 and standard deviation 1.176 indicates that the retention practice of the military Academy is moderate. Beside this, the result of the interview showed that although the Military Academy has a written retention policy, but it is not well communicated among all levels of leadership in the academy. Hence retention has remained a problem to the academy.

5.2 Conclusion

Based on the findings stated in chapter four, the following conclusions are drawn.

Major General Hayelom Araya Military Academy has officer cadet recruitment and selection problems. Those recruitment and selection officer cadet problems are candidate specification in the recruitment process; selecting the right candidates based on the multi-skills and experience of the candidates; inappropriateness of officer cadet selection instruments to measure the officer cadet knowledge, skills and abilities that are required for the open position; consider the candidates without relevant skills to officer cadet training during the selection process; insufficiency of the exam to assess the capability of the officer cadet and inconsistency of the interview questions. Beside this, the analysis of the interview revealed that, during annual officer cadet recruitment process, the organization conducts the recruitment by sending recruiters to different Army units. This practice created the problems such as: many of the recruiters lack the necessary skill and are not well trained on the area of recruitment and selection. Due to this reason; the selection and recruitment process has always been facing a challenge.

In addition to this, the recruitment and selection of officer cadets highly depends on the commanders of the army units who have a big role in deciding who should be recruited regardless of the knowledge of the candidate. This practice made the recruitment process ineffective. The Military Academy recruit and select officer cadet from different Army units and those cadet comes from different unites have not convenient skill, knowledge and motivation to the officer cadet training and many of the recruiters lack the necessary skill and are not well trained on the area of recruitment and selection. Hence the process has always been facing a problem and affects the personnel retention of the military Academy. There is a strong and positive relationship between recruitment and selection with personnel retention in the Military Academy. Concerning personnel retention the result of the analysis showed that although the Military Academy has a written retention policy, but it is not well communicated among all levels of leadership in the academy. Hence retention has remained a problem to the academy.

5.3 Recommendation

Based on the findings and conclusion, the following recommendations were made to enhance the recruitment and selection practice and to overcome the challenges in the practice or system of human resource department of Major General Hayelom Araya Military Academy.

- ✓ To improve the recruitment process and enhance its role on personnel retention, the Military Academy requirement and candidate specification should be clearly defined.
- ✓ The finding of the study reveals that there is a problem regarding selecting the right candidate based on their multi skill and experience; in appropriateness of selection instruments to measure the knowledge; skills and ability and inconsistency of the interview that required the open position. Therefore, to improve the recruitment and selection practice and enhance level of retention in the Military Academy officer cadet recruitment and selection instruments should be set in away to enable measure the knowledge, skill and ability of that required for the position.
- ✓ The study shows that the Military Academy has a problem on selecting officer cadet with relevant skill and ability. Therefore, the Military Academy human resource department should recruit the officer cadet those who have relevant skill and knowledge for the officer cadet training.
- ✓ Beside this; the finding of the study revealed that there is a problem that the military academy faced in the process of officer cadet recruitment and selection .This problems are lack of

trained and sufficient human resource in the area of officer cadet recruitment and selection process. Therefore, the Military Academy recruitment and selection process should be made with skilled and trained HR personnel so as to improve its implementation.

- ✓ The Military Academy has written retention policy but it is not well communicated among all level of leadership. Therefore; the retention policy should be well communicated among all level of leadership in the military Academy.
- ✓ Finally it is recommended that the military Academy should work in collaboration with stakeholders; officer cadet recruitment and selection process as campaign should be avoided and recruitment and selection practice should be given due attention in the HR department of the military Academy.

5.4 Limitation of the study

Unable to express some facts such as attrition level of officer cadets in number (percentage) due to confidentiality of the institution might be considered as one limitation of the study. The other limitation is the findings of this study may not be generalized to other MoND institutions as the scope of this study is limited to only Major General Hayelom Araya Military Academy and Hurso Testing Center.

5.5 Suggestion for Further Study

Based on this research, recruitment and selection has the highest impact in personnel retention. The researcher was used only two variables to assess the effect of recruitment and selection practice on personnel retention in the Military Academy. But there are also factor that influence personnel retention like nature of work, working environment, recognition and career planning. Therefore, the implication for further study is to include all other dimensions in order to have a full picture of factors having significant role on personnel retention. Beside this, the future research should be done by opening the survey to more locations and participate stake holders in order to reduce the prejudice of result and improve the consistency and precision of data.

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Appendix



ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

Appendix

Research questionnaire

This questionnaire is prepared by Matiwos Belete who is Master of human resources management student at Addis Ababa university school of commerce. The purpose of this questionnaire is to gather data in order to study effect of recruitment and selection practice on military personnel retention a case of Major General Hayelom Military Academy. You are kindly requested to cooperate by filling the questionnaire. Because your frank, genuine, and on time response is vital for the success of my study. Besides, the data gathered by this questionnaire is purely for academic purpose and your response will be secured anonymously. Thus, the researcher thoughtfully requests you to respond each item carefully.

Please note that:

1. You are kindly requested to fill the answer by putting “√” mark.
2. Please pay more attention and return the completed questionnaire as much as possible.
3. If you need further explanation, you can contact me on through the address shown below.

Matiwos Belete

Mobile: +251912011262

Email: holetagenet27@gcom

Thank you in advance, for your cooperation!

Part – One: General information filled by mentee

1. Gender

Male Female

2. Age

Below 25 25 ----- 29

30 ----- 34 35 years and above

3. Educational background of the respondent;

Diploma First Degree Master Degree

Other, please specify -----

4. Service experience in the organization

Below 5 years 5 – 9 years above 10 years

5. Rank

Higher officer Line officer

NCO private soldier

Part-II

The following set of statements describes your general feelings towards effect of recruitment and selection practice on military personnel retention and your interest to quiet and remain in the army. Please tick the number that most closely reflects your degree of agreement or disagreement with the following statements. There is no right or wrong answers.

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

SECTION A: RECRUITMENT PRACTICES

The following sets of questions are meant to determine the effect of recruitment practices on military personnel retention. Please indicate your level of agreement on the effectiveness of the following recruitment channels in relation to your institution.

Key: 5 = Strongly Agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly Disagree

No	Recruitment	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1	The organization fills vacancies from within the organization as a norm (promotion)					
2	The organization gives equal opportunity for all applicants without any discrimination based on sex and colour.					
3	The organization clearly define the requirement and candidate specification in the recruitment process					
4	The organization selects the right officer cadet based on the multi-skills and experience of the candidates.					

5	The recruitment process was satisfactory					
6	Candidates for a job in the organization take formal tests before being hired.					
7	During recruitment officer cadet undergo structured interviews (job related questions, same questions asked for all applicants, rating scales) before being hired					
8	The recruitment and selection process affects the service delivery of the organization.					
10	There is proper planning for the recruitment and selection process.					

If you have any please specify it

SECTION B: SELECTION PRACTICES

The following set of questions is meant to determine the effect of Selection practices on military personnel retention. Please indicate how strongly you agree or disagree with the effectiveness of the following selection practices/criteria in your institution.

Key: 5 = Strongly Agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly Disagree

No	Selection	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1	The selection is made with proper preparation and considerable time					
2	The selection criteria of the organization are not transparent					
3	The selection is clearly communicated to all the applicants					
4	HR department's performance on selection is adequate					
5	The overall selection practice of the organization is satisfactory					
6	Selection questions were appropriate to measure the knowledge, skills and abilities that are required for the open position.					
7	Only officer cadets with the relevant skills are considered during the selection process.					
8	The interview questions of the organization are screening sufficiently and assess the officer cadet knowledge, skill, and ability for the position.					
9	There is consistency on the interview questions.					

10	The parameters of the interview are not high standard.					
11	The exams sufficiently assess officer cadet capabilities					
12	The contents of the question are related to the job					
13	During selection process the organization administered personality test to Assess the behaviour of officer cadet.					
14	Team role play is one of the selection practices of the organization.					
15	During officer cadet selection the organization utilize work sample tests and job knowledge tests.					

If you have any regarding selection practice please specify it

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.....

.....

.....

.....

.....

SECTION C: RETENTION

Please indicate how strongly you agree or disagree with the effectiveness of the following selection practices/criteria in your institution using the scale:

Key: 5 = Strongly Agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly Disagree

	Retention	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1.	I am eager to continue my employment in the organization at this time.					
2.	I am interested to stay with this organization even if other organization give me more pay and other career development					
3.	I have no intention of leaving the organization					
4.	If I receive an attractive job offer from another company, I would take the job.					
5.	I love working for this organization					
6.	Within this organization my work gives me satisfaction.					
7.	The rate of turnover in the organization is minimal.					
8.	The work I'm doing is very important to me.					
9.	Member of the organization are satisfied with their wages					

If you have any please specify it

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Part III

Interview guide

1. What kind of recruitment practice does your organization implement?
2. What methods does the organization use to check the effectiveness and efficiency of the current recruitment and selection practice?
3. What criteria apply the organization for recruitment and selection of officer cadet?
4. Does the organization have retention policy?
5. Do think the organization retention policy understood by every level of leader or Commander?
6. What challenges the organization faced while implementing recruitment and selection practice?
7. Are there any retention mechanisms made by the organization to proactively retain existing employees? If yes, what are they? If no, what do you think is the reason?
8. Does the organization do proper Job Analysis before Selection Process begins?
9. Does the Job Responsibilities and Job Description are clearly defined to the candidates appearing for the selection process?
10. Do you think that the selection methods used by the Organization are reliable?