

**Assessment of the Human Resource Planning Recruitment and
Selection Practices and Challenges in Ethiopian
Telecommunication Corporation**

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of Arts in Human Resource and Organizational Development in Education**

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Acronyms

CV:	Curriculum Vitae
EEO:	Equal Employment Opportunity
EFY:	Ethiopian Fiscal Year
ETA:	Ethiopian Telecommunication Agency
ETC:	Ethiopian Telecommunication Corporation
HR:	Human Resource
HRIS:	Human Resource Information System
HRM:	Human Resource Management
HRP:	Human Resource Planning
HROD:	Human Resource and Organization Development

Abstract

The main purpose of this study is to assess the practice of the Human Resource Planning (HRP), external recruitment and selection practice of Ethiopian Telecommunication Corporation (ETC), and to identify challenges regarding these functions and to recommend solutions. In order to achieve this objective, survey research method was employed and both Primary and secondary data were used in this research. The primary data were collected through questionnaires and semi structured interview and the secondary data were collected from the respective work unites who are in a position to provide documents like human resource policy manual, various forms and other necessary documents required for this study purpose. This study had been selected ETC head office as a sample study area and employees at the head office were classified in to two exclusive groups as managerial and non managerial staff. Moreover, from each stratum, two hundred ninety two employees were selected through random sampling technique. Next, interview with the training and development division manager of ETC was made and questionnaires were distributed to the selected employees in order to get relevant data about the corporation's HRP, recruitment and selection practice. Results obtained were analyzed using average index and percentage. Thus, the result of the study indicated that environmental analysis conducted for the HRP purpose has not been done in scientific and appropriate manner. Forecasting techniques to estimate HR demand and supply in the process HRP didn't undertaken properly. ETC didn't possess qualified HR professionals and Human Resource Information System (HRIS) in order to handle effective HRP activity. Most of the HRP activities not undertaken in line with the policy stated. There was no succession planning practice in ETC. Lack of interviewers competency, lack of providing clear information for job applicants about examination date and place after the registration, lack of checking reference from previous employers of the new applicant were some of the factor that hinder the HRP, recruitment selection practice of ETC. Accordingly, developing and maintaining competent HR professionals to handle the HRP process, developing multi dimensional and regular environmental assessment practice, utilization of computerized HRP system and quantitative based employee forecasting methods, putting succession planning in place, minimized time taken selection process and unnecessary long wait, practicing background and reference checking's, enhancing the interviewers skills by giving them training are potentially recommended to tackle the problem of the corporation by the researcher.

CHAPTER ONE

1. THE PROBLEM AND ITS APPROACH

1.1. Background of the Study

In an era of striving for excellence, Human Resource (HR) becomes a crucial source of competitiveness (Ulrich, 1987). For example, as Petter (1995) reports, the five best performing firms from 1972 to 1992 in the USA relied not on the technology, patents or strategic position but on the management of their workforce for sustained advantage. In a global economy with fierce competition, the role of Human Resource Management (HRM) becomes increasingly critical.

Among the various functions, Human Resource Planning (HRP), recruitment, selection and placements are the areas that greatly enhance HRM effectiveness. HRP is a formal process of linking business strategy with HR practices (Smith, 1993). It directs such practice as recruitment, selection, placement, induction etc. HR functions like HRP, recruitment and selection has drawn extensive attention from numerous researchers and practitioners over a long period.

A number of authors in the area of HRM have written on the importance and contribution of HRP, recruitment and selection in ensuring organizations to have the right people at the right time and doing the right jobs to deliver operational excellence, business development and contribute the overall success of ambitious organizations (Beard Well et.al.2004).

Organizations are under increasing pressure to find ways to implement their strategies in a rapidly changing business environment, in which planning lifecycles tend to shrink to reduce the 'time-to-market' intervals. At the same time, organizations are putting more and more emphasis on aligning the organization and people in their attempt to achieve business goals. HRP is usually seen as an essential feature of the ideal-type model of HRM, even if it does not always appear to be given high priority in practice (Rothwell, 1995).

Thus, the advantage of HRP process is the reduction of risks and threats that create impact to the whole organisation and its productivity. By addressing unknown variables through HRP, organisations have the opportunity to support and configure their expectations to guarantee definite and positive outcomes. Failing to do so would lead to uncertainties that will eventually

create another organisational difficulty. The failure to conduct HRP endangers the organisation's future success (Rothwell, 1995).

One possible explanation is presented by Storey (1995), who argues that as the developing business environment forces organizations to plan recruit and select effectively for their human resources, the rapid changes in the business environment and technology also makes it increasingly difficult for organizations to plan with accuracy.

According to Richardson (2009) there is continuous increase in competition for best talented people in many sectors, consequently the cost of not recruiting and selecting the right people for the right jobs can be devastating. Recruiting and selecting the right people will expand the company's capabilities, and hence provide stability which subsequently translates into measurable results in terms of the quality of the services provided, essential to the company's strong financial performance.

Even though the federal civil service proclamation No.515/2007 and its preamble necessitates the establishment of a system that may attract and retain competent skilled staff dedicated to serve the public, the practical experience and preliminary observation indicate that the HRP, recruitment and selection of ETC has not much been carried out systematically in line with the current demands and future challenges of ETC that telecom industry requires.

In agreement with this idea and according to sources reported, one of the evidence perhaps why the government recently signed a deal with France Telecom, thereby putting the management of ETC is due to lack of expertise in all technical and human resource aspects that is required by new demands of telecom industry is the main weak spot identified ([http://www. newsdire.com/ business/934-france-telecom-prepares-for etccontract.html](http://www.newsdire.com/business/934-france-telecom-prepares-for-etccontract.html)).

It is therefore a big deal to assess how the Ethiopian Telecommunication Corporation (ETC) manages its HRP, recruitment and selection processes.

Furthermore, the researcher, as a member of this organization observed that, attempts to find and fit the right people in the organization's structure and function can come at a greater financial

cost and can be time consuming due to internal and external problems. It was from this background that the researcher was urged to conduct this assessment.

1.2. Statement of the Problem

Human capital is treated as a key to success for all industries. HRM practices play a pivotal role to gain profitability and market share that ultimately enhance the organizational performance in long run. But in the current scenario, enterprises are facing problems in terms of scarcity of brilliant workforce, dramatic rise in retirements, poaching of key people by competitors, and increasing turnover. As the business environment becomes increasingly competitive, organizations need to focus on improving all areas of their business especially human capital because the performance of the people employed has a major impact on profitability (Lloyds, 2006).

Over the past years, many organizations faced increased pressures to enhanced performance. These pressures have led to fundamental changes as managers and leaders have sought to capture and sustain organizational success.

Many of these changes have focused on realizing work force competencies, capacities and commitment to new corporate directions, new strategies, new technologies, new organizational forms and work practices.

According to Cheng (1993) the success of all other HR functions are highly relied on the effectiveness of HR functions like HRP, recruitment and selection. HRP requires a range of tasks that are designed to ensure the right number of people in the right place at the right time. Through best HRP practice, an organization makes certain that the demand for people in terms of number; skill and knowledge are matched with supply of man power (Turner, 2002).

Starting from job design to final assignment of selected candidates, recruiting pool of applicants and selecting best personnel will require employers to go through a number of activities. All actions require a serious focus. Of course, there are challenges faced in each activity and these challenges will determine the effectiveness of the whole employment process.

For example, Fritzen (2007) states that capacities for strategic workforce planning in public sector are often critically weak due to: Lack of Human Resource Information System (HRIS), HRP practice that focuses only technical matters and neglecting demanded HR by qualification, motivation, development and performance of staff are just to mention some of the few problems.

According to Asnake Talarege (2008) in his finding stated that the effectiveness of recruitment, selection and retention of employees in the civil service were affected by using standard inflexible staffing rules and procedures, focus on professional qualification, years of experience and training which results in shortage of skilled labor and professional mix and increase outflow. Mekuriya (2002) on his part found that the civil service institutions in Addis Ababa experienced insufficient HR employment due to inflexible procedures. According to this research relationship between management of vacancy and attaining skilled HR to be ineffective.

Although various writers for instance, Beard Well et.al (2004), Smith, (1993) stated the importance and contribution of HRP, recruitment and selection in ensuring organizations to have the right people at the right time and doing the right jobs to deliver operational excellence, business development and contribute the overall success of ambitious organizations, as far as the knowledge of the researcher is concerned, systematic research had not been conducted on the HRP, recruitment and employee selection practice of ETC. Therefore since the proper practice of each activity has an effect on the other HRM functions, it is logical to see how the overall process of these functions was formulated and translated in to actions.

Moreover, according to the primary investigation regarding the HRP, recruitment and selection system of ETC the following issues were observed: jobs were not properly design, HRP were done without internal and external labor supply and demand analysis, job postings, registration of applicants, preliminary screening, interviewing candidates, administrating selection test, physical examination, and background and reference checks may look for some adjustments.

Therefore, it was timely and important to assess whether or not the HRP, recruitment and employee selection of ETC was carried out in systematic manner in line with standard literatures that helps to identify the gap between theory and practice. Besides, this study intended mainly to assess some of the challenges of the HRP, recruitment and selection practice of ETC and to come up with necessary alternative solutions.

To achieve this purpose the following basic questions were raised and answered:-

- A. What procedure does ETC follow in the process of HRP, recruitment and selection?
- B. To what extent are the HRP, recruitment and selection activities of ETC accomplish in line with the HR policy and the strategic goal?
- C. What are the major challenges that influence HRP, recruitment and selection performance of ETC?

1.3. Objectives of the Study

The general and specific objectives of the study were those presented briefly as follows.

1.3.1. General Objective

The general objective of the study is to assess the practices of HRP, recruitment and selection practice of ETC and to explore the problems and challenges that hinder the success of such practice and towards achieving overall organizational short and long-term goals.

1.3.2. Specific Objectives

The specific objectives of the study were:

- To evaluate the HRP, recruitment and selection activities of ETC with respect to the HR policy manual and the strategic goal of the corporation.
- To explore the major challenges that influence HRP, recruitment and selection efforts of the organization.
- To assess whether the HRP practice of ETC is being undertaken in terms of forecasting HR demand and supply; and utilization of HR information system and job analysis.
- To recommend feasible solutions that might solve or to overcome the major challenges or constraints.

1.4. Significance of the Study

Due to the fact that the process of organizational development and change programs are arranging at all level of the public organization in the country, organizations are expected to have the right people, at the right time, to the right job so as to bring about the intended change and success of any ambition organization. This study was thus, supposed to be worthwhile for the following reasons:

- It would provide first hand and valuable information regarding HRP, recruitment and selection the practice and challenges of ETC that help the organization to practice these functions systematically and effectively in order to have the right people.
- Moreover, the study had significance for the HR managers and experts in indicating there role in the process of effective and efficient HRP, recruitment and employee selection practice in order to have the right employees that fulfill the current HR demands of the telecom industry.
- Finally, this study may also help others to see their positions in relation to the performance of ETC with regard to human aspect.

1.5. Scope of Study

The study concentrates on the HRP, employee requirement and selection practices and challenges that ETC has. On the other hand, other HR functions such as orientation and training, performance evaluation, compensation and benefits, safety and health at work place and industrial relation were beyond the scope of this study. In addition this research has been conducted by taking the head office as specific study area due to the following reasons. The first reason was that 22.6 percent of the total ETC employees found in ETC. The second reason was since HR policies are usually developed and adjusted at the corporate level in the head office, it has been logical to assess the HRP, recruitment and selection practices at the head office to check whether they are doing in line with the policy they were developed. The last reason was HRP practice was fully done at the head office level only. Therefore, it is logical to delimit the study at the head office.

1.6. Definition of Operational Terms

Zone:- refers to lower government administrative higher than woreda

Corporate strategy:- future direction of an organization

1.7. Organization of the study

The study consists of five chapters. The first chapter treats background of the study, statement of the problem, significance of the study, delimitation and limitation of the study. The second chapter deals with review of related literature. Research design and methodology is dealt with in chapter three. Presentation, analysis and interpretation of the data are dealt with in the fourth chapter. The fifth chapter presents summary, conclusion and recommendations.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

This part of the study is used as an underpinning conduit since it lays the theoretical framework for the study. Different books, journals, proclamations are consulted to strengthen the foundation on which the subsequent parts are based.

2.1. Definition of Human Resource Planning

HRP is the process of identifying the current and future HR need of an organization, developing and implementing plans in order to fulfill the requirements and evaluate the overall effectiveness (Beardwell, et al., 2004).

HRP is further defined by Pilbeam and Corbridge (2002) as “a systematic and continuing process of analyzing an organization’s HR needs under changing conditions and integrating this analysis with the development of personnel policies appropriate to meet those needs”

2.2. The Contemporary Purpose of Human Resource Planning

Mullins (1996) argues that effective HRP can help anticipate potential future difficulties while there is still a choice of action. Forward planning should enable the organization to develop effective personnel strategies related to such activities as recruitment and selection, training and retraining, management development and career progression, transfers and redeployment, early retirements, salary levels, anticipated redundancies, and accommodation requirements. Mullins (1999) presents a more detailed view of six basic objectives of HRP.

The first objective of HRP is to give an organization a broad, forward-looking insight into not just the number of employees, but also the type, skills, and attributes of the people that will be needed in the future. HRP provides the information on which recruiter’s base their activities and it reveals what gaps there are between the demand for and supply of people with particular skills.

The second objective aims at revealing what training and development activities need to be undertaken to ensure that existing employees and new recruits possess the required skills at the

right time. The longer and more specialized the training is, the more significant accurate HRP is to the organization's effective operation.

Manpower costing is listed as the third objective and explains how HRP assists in cost reduction by aiming to work out in advance how organizational operations can be staffed most efficiently. This is of even more importance when new ventures or projects are considered because it provides information on which to base vital decisions.

The fourth objective presented by Mullins (1999) is redundancy. HRP is an important tool in the anticipation of future redundancies and therefore allows remedial action to be taken, such as recruitment freezes, retraining, and early retirements so as to reduce the numbers involved. Another advantage associated with HRP, presented as the fifth objective, is collective bargaining. In organizations with a strong trade union presence, HRP provides important information for use in the bargaining process. It is particularly significant when long-term deals are being negotiated to improve productivity and efficiency. In such situations, the information provided by HR forecasts enables calculations to be made concerning how great an increase in pay or how great a reduction in hours might be conceded in exchange for more productive working methods and processes (Mullins (1999))

The sixth and last objective presented as a purpose of HRP deals with the planning of accommodations, such as future need for office space, car parking, and other workplace facilities. Such considerations are of great importance, especially to organizations expecting fast expansion or contraction of key operations. As with the other five objectives described above, HRP also here aims at controlling costs over the long term by forecasting the future (Mullins (1999))

2.3. Human Resource Planning Process

Any organization, must analyses current and future markets and ensure that it the right number of people with the required skills to exploit them successfully. This is the essence of the HRP function. Assessing the available HR and relating these to potential future market opportunities enables judgments to be made about resourcing requirements which will form the basis of recruitment and staffing-development plans. These must be closely aligned with wider corporate planning and budgeting. HRP comprises four basic operations, which are outlined below.

2.3.1. Environmental Analysis

According to Beardweell, et al. (2004) “HRP begins with analyzing and investigating internal and external situation in terms of labor market, corporate capability and corporate strategy”

Internal Environmental Analysis: An internal environment of organization is the preliminary and foremost activity of HR planners in HRP process. Thus, internal environment in terms of internal labor market, corporate capability and corporate strategy needs to be assessed. Job analysis and skill audit also enable HR planners to identify relevant information about the job and the required manpower that fit with the task (Donald, 2006).

Internal labor Market: Quantitative and qualitative data about the current work force as to the kind of work carried out by each employee, skill and knowledge possessed by each individual, and qualification and competencies of employees required to undertake the job has to be gathered. When the current work force is assessed as a source of supply, continuous movements of employees through promotion, transfer, demotion and the likely hood of leaving and joining of new employees has to be considered (Donald, 2006). Hence in short, job analysis (the duties of each positions and the people elements required to perform the job) has to be made.

Corporate capability: Data as to the performance of the organization, its turnover, productivity, the technology it currently uses and intended to use in the future has to be gathered. The overall performance of an organization in terms of its strength and weakness can be gained from SWOT analysis (Donald, 2006).

Corporate Strategy: Unlike corporate capability where it focuses on the current situation of the organization, corporate strategy is concerned with future direction of an organization. Hence, it is worth to analyze the strategies adopted by an organization: consolidation or diversification, acquisition or merger and objective of the organization must be analyzed.

Job Analysis and Skill Audit: Job analysis is the process of collecting data about the current job and skill or knowledge required to undertake it. It is an operational function that underlines the strategic level of HRP by providing database for analysis and planning (Foot and Hook, 2002).

Job analysis produces information that enables to prepare job description (a list of what job constitute) and job specification (the characteristics of people required to perform the job (Dessler, 2009).

Skill audit is a method of identifying the competence gap at the departmental and sectional level. The skills required to carry out all the activities at the required time and set of standards are listed out and placed against the skills and competencies possessed by each department and sections. Where deficits are found, proper actions are taken in order to fill the gap (Donald, 2006).

External Environmental Analysis: The next task of HR planners is assessing external environments in order to get the relevant information about external variables. Thus, external environment has to be analyzed in three different levels; local, national and international. According to Foot and Hook (2002), “factors that have impact on the supply of HR are broadly categorized in to size of labor force in general and the availability of employees from the labor force to any particular employee”.

2.3.2. Human Resource Forecasting

The process of HR forecasting is defined by Turner (2002), as “a HR function by which organizations looks a head business and organizational strategy from people’s perspective and facilitates a dialogue for its implications”. And its objective is to give proper ways of making decision at strategic level regarding HR that further enables organizations to achieve and sustain their success. HR forecasting is concerned with the qualification and quantification of people implication of organizational strategy. Hence, it goes beyond just quantitative method of ‘head counting’ and it is intended to be a critical and integral part of strategic planning process of an organization.

Organizations use HR forecasting techniques in order to estimate future HR demand and supply. But it is worth to remember that there is no one best forecasting technique because the choice and accuracy of estimation is determined by the following factors (Schoenfeldt, 1999).

Stability and certainty: If the organization and environment is changing rapidly and difficult to predict, it is not reasonable to use methods that depends on past data. It will be important to forecast several scenarios with different sets of assumptions.

Number of employees: It is feasible to use statistical tools such as markov analysis for organizations with large number of employees. On the other hand, subjective judgment is reliable for organizations with small number of employees.

Availability of data: The availability and accuracy of past data about employee number and skill also determine in choosing HR forecasting methods. Hence, it will be hardly possible to use statistical methods if the data are less complete.

Resource available: The availability of potential expertise, time, computing power and other resources also determinant factors.

Credibility to management: Whether key managers accept the method and have trust on the prediction is another issue that should be taken in to account in selecting HR forecasting techniques.

Forecasting Human Resource Demand: According to Smith (1976) cited in Taylor (2008), “demand forecasting is the process of analyzing, reviewing and attempting to estimate the numbers and kind of man power required by the organization to achieve its objective. Basically, the accuracy of predicting future HR need of an organization is affected by number of factors”.

First, the time horizon in which the forecast is intended to cover affects the accuracy of prediction. Unless the environment is highly turbulent, it is possible to look forward for one or two years and make reasonable prediction. But as the time horizon increase, the likely hood of making accurate assumption is come down.

The other important factors are the nature of activities undertaken by the organization: Thus, organizations operating in relatively stable environments such as government department are able to predict their HR need with more accurately than those operating in unstable business environment. Hence, it is possible to forecast how many diplomats, administrator or social worker that the organizations will demand in the coming two or five years. In contrast, the

possibility of making accurate estimation for company operating with small market share in international market is low.

The most prominent forecasting techniques are systematic techniques, managerial judgment, combining systematic and subjective techniques, and working back from cost. But it is worth to stress that all these methods are affected by the above mentioned factors (Taylor, 2008).

Systematic Techniques: The most of statistical or mathematical techniques applied for demand estimation are based on the analysis of past or current experience. There are number of systematic demand forecasting techniques: time series or ratio analysis, work study and productivity trend analysis (Taylor, 2008).

Managerial Judgment: This approach of demand forecasting is based on subjective judgment of managers about the future HR requirement of an organization. It is suitable when the business environment is unstable and where future staffing patterns is less likely similar with past trends. The prominent managerial judgment method of forecasting demand is 'Delphi technique', it is a systematic approach to decision making by introducing a measure of objectivity when forecasting is made on the bases of managerial judgment. Hence, its ultimate objective is to reduce the 'dysfunctional' and maximize the benefit feature of group decision making and which is, ideally, achieved by removing the dynamics and political reflection from the process. In Delphi technique of demand forecasting, group of managers and expert submit their own view of future demand in writing to central contact, then the estimate is rounded to all managers and they may revise their forecast based on their colleague's opinion.

Although this process doesn't require previous data and consider intangible factors such as social opinion, taste and change in fashion, it is not free from weakness. The number of factors and processes intended to be considered are much broader than single or group of brain to cope with. Besides, organizational politics and emotional attachment unquestionably affect the manager's decision making process of forecasting (Stainer, 1971) cited in (Taylor, 2008).

Working Back from Costs: This is an alternative method of HR forecasting that ignore trend analysis, current method and productivity level. This method is subject to an organizations' future budget and the number of people and skill that an organization forecast is determined by

the availability of budget a company allocate. As a result, HR planner computes the number of people and skill that can be affording within a given budget. In such approach the starting point of HRP is future budget (Stainer, 1971) cited in (Taylor, 2008).

Forecasting Human Resource Supply: Knowing the staff needs only satisfy half of staffing equations. Thus, the next chore of HR planners is forecasting the likely supply (in terms of human capital and the sources) in order to meet an organization's manpower need (Dessler, 2008). Taylor (2008) mentioned number of techniques that organizations use in order to assess the existence of staff employees that meets the organization's HR need. But analyzing the current work force department by department or grade by grade before estimating the number of employees and knowledge that they need to possess is the common feature of all techniques. Hence, in estimating HR supply, turnover rate among particular group of staffs in terms of specific age or length of service year needs to be analyzed instead of taking the overall staff turnover rate.

Among the common HR supply forecasting techniques succession planning is the one commonly practiced by many organization. According to Dessler, (2008) "It is the process by which an organization systematically identifies, assesses and develops organizational leadership in order to improve performance". Its main objective is to recruit and develop employees in order to fill the top posts in an organization. And it has three interrelated steps: the first step is identifying and analyzing key jobs, which means based on the firms objective and strategy the company's future key positions are identified and job descriptions and job specifications are formulated. Once the future key positions are identified, the next task will be assessing and identifying potential candidates based on job specification from both within organization and outside and develops them in order to make qualify for future positions. And the last step is selecting the best candidate that fit the key post. The other common HR supply forecasting techniques are replacement chart, computer simulation, wastage and stability analysis, and internal promotion analysis.

2.3.3. Plan of Actions

If there is a discrepancy when organizations compare their forecasted HR demand with their HR supply, the next task is making plan of action based on the result (Schoenfeldt, 1999). Hence, considering workforce surpluses and deficits, HR planners must prepare action plans for the

workforce. This includes identifying the type and number of employees needed, employee competency, budget considerations, recruiting and retaining measures, and the development and training of employees. In addition to recognizing shortage or surplus of HRs, HR planners are also expected to identify the source whether from internal or external if shortage of manpower is estimated.

In the case of surplus, that is when the forecasted availability exceeds the estimated employee requirement, managers are expected to take some course of actions which includes motivation of early retirement, layoff, termination, transfer or reassigning excess employees, reducing work hours, demotion and others depending on the circumstances (Schoenfeldt, 1999).

2.3.4. Evaluation and Control

It is clear that the effectiveness of HRP is evaluated against its objective. According to Taylor (2008), there are three criteria to evaluate the process of HRP:

- The extent to which the output of HRP programs contribute to meet changing circumstances
- The extent to which the programs achieve their objective in terms of cost and productivity
- The extent to which the programs and strategies can be re planned to meet changing circumstances

2.4. Integration of Corporate Strategy with Human Resource Planning

One of the aspects that define the transition from ‘personnel’ management to HRM is the need to integrate HRP within the strategy of the organization. Considering the HRM as strategic function, rests on the belief that an organization’s human asset offers it a sustainable source of competitive advantage. Indeed, some take the radical view that SHRM offers organizations the main source of competitive advantages in the long term. Armstrong, (1996) suggests that SHRM: “concerned with the development and implementation of people strategies which are integrated with corporate strategies and ensure that the culture, values and structure of the organization and the quality, motivation and commitment of its members contribute fully to the achievement of its goals”.

According to Min-Huei Chien, (2004) SHRM:

Comprises a set of practices designed to maximize organizational integration, employee's commitment, flexibility and quality of work. Strategic HR management is concerned with creating a competitive advantage for organizations by closely aligning HR processes, such as HRP, recruitment, selection, training, appraisal, and reward systems to direction where enhance the improvement toward organizational improvement that may bring about the organizational performance aspects such as process improvement, expert facilitation of internal interventions; productivity improvement, monitoring and evaluation, measuring and assessing climate and culture, improving communication processes; Team building and team effectiveness improvement; cohering management teams and Rationalizing the complexities of organizational structure.

2.5. External and Internal Influences on Human Resource Planning

External Influences on Human Resource Planning:-Today's dynamic environment, filled with global competition and business discontinuities, define the arena in which HRP must flourish. The need for analysis of changing scenarios, therefore, has to be an integral part of the HRP process. The first step in HRP is usually the "environmental" scan. The growing internationalization of business in the face of changing patterns of world trade, the emergence of new competitors and new markets and changes in the older industrialized countries, all have some impact on the labor markets of even the smallest firm trading in national market (Taylor, 1998).

Rothwell, (1995) argues that "an awareness of population trends is critical in understanding labor markets, and national population statistics are readily available. Rothwell further states that planning to take account of demographic trends is not often done early enough. Also, a lack of advance planning tends to increase labor costs, as firms have to increase wages and salaries in order to retain staff or poach them from other firms. Public policy emphasis on training, the coordination of a plethora of national vocational qualifications, and the setting of national education training targets all mean that some aspects of estimating external competence supply will be improved.

The speed of recent applications of computerized technology in products and processes are now driving and facilitating much of the market, as far as the organizational and communication

changes that are taking place. The scope for substitution of labor by capital, and the need for more creative and more relational uses of human skills, particularly those involving interpersonal relationships and the ability to relate ideas laterally, is growing considerably in many countries, industries and companies. The implications for numbers, skills, location and design of jobs and employment contracts are therefore more significant than is currently realized by many HR managers. Those managers are often too busy coping with the cost-cutting redundancies arising from what appear to be largely cyclical economic effects, but which may also be caused by real structural changes now taking place in employment (Rothwell 1995).

Consumer attitudes tend to be surveyed more regularly than those of employees, but shifts in employee preferences are perceptible, often on generation basis. The generation of people born in the 70s and 80s are more individualistic, less likely to accept authority, expecting to have a say and be given a choice, and also to be putting more emphasis on quality of leisure and family life. The priority perks for those in work are those related to health and to education and training. Employees are also less likely to remain with one employer. These attitudes are found particularly among “knowledge-workers”, and may be modified over-time by experience of recession and widespread white-collar unemployment (Rothwell, 1995).

If a major difference between HRP and manpower planning lies in its emphasis on motivating people, understanding the starting point and changing the direction of employee attitudes could become more important (Bramham 1988). The incorporation of both individual and organizational needs is therefore the major challenge for HR planners and should be reflected in the application of the planning process to the ways in which people are employed (Ferner and Colling 1991).

Internal Influences on Human Resource Planning:- Zeffane and Mayo, (1994) argue that:

In the context of the supply-demand equation, a range of internal factors require consideration for the purpose of evaluating existing (or anticipated) supply from within the organization. The supply side issues that HRP should address include the organization's policy on growth from within or by means of outside recruitment; the policy on pay and remuneration, and the organization's view on employee development. In this context, the conventional HR plans take into consideration a series of supply side statistics, such as company growth, the age distribution of employees, skill levels, turnover ratios and the overall profile/distribution of employment across job categories.

Zeffane and Mayo (1994) further state that “among all these, age and retirement are emerging as important considerations in workforce planning in the current socio-economic climate”. These factors (i.e. age and retirement) are strongly related in the sense that retirement takes place on the attainment of a certain age. Additionally, HRP has to take into consideration the total corporate plan, which would incorporate, set out or anticipated productivity standards (Wilson, 1987).

2.6. Employee Recruitment

2.6.1. The Concept of Recruitment

Recruiting may be defined as the process of generating a pool of qualified applicants for organizational goals (Mathis and Jackson, 1997). It is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualification and also encouraging individuals to apply for the jobs within an organization. The word “qualification” would be an important term because attracting applicants who are unqualified for the job is a costly by and time wasting action. Unqualified applicants need to be processed and even tested or interviewed before they are identified as “unqualified”. A survey by the employment management association in 1990 reported that the cost per hire to recruit an exempt employee was between \$4000 and \$4500 (Fishen, Schoenfeldt and Shaw, 1996). An exempt employee refers to executive, administrative and professional employee who need not be paid over time. Therefore, to avoid costs incurred with regard to time and money; a targeted recruiting effort should be made.

2.6.2. Sources of Recruits

According to (Fishen, Schoenfeldt and Shaw, 1996), organizations in general make use of two sources of recruits that are internal and external. Internal recruitment is a major source for vacant positions in an organization. It usually takes the form of employee promotion or transfer within an organization. Internal recruiting improves the probability of a good selection since all the necessary information on employees’ performance and behavior is readily available.

External recruitment refers to acquiring personnel from the labor market through different means. It has got the advantage bringing “New blood” new perspective. In addition it may bring industry insights- infusion of competitors’ ideas and secrets (Fishen, Schoenfeldt and Shaw, 1996).

2.6.3. Methods of External Recruitment

The methods most widely used by applicants and recruiters are the following:

Walk-ins and Write-ins: Walk-ins are job seekers who arrive at the personnel department in search of a job. Write-ins are those who send written inquiries. Usable application forms completed by both groups are kept in an active file until suitable opening occurs or until the applications are too old to be invalid, usually a period of six months (Werthen and Davis, 1993).

Employee Referral: One recruitment method that appears to be increasing in popularity, although not a new practice is the use of employee referral schemes, where existing employees suggest potential candidates drawn from their own networks. The latest CIPD Recruitment and Retention survey finding indicates that the percentage of organizations that attract applicants by this method has increased from 38 percent in 2005 to 47 percent in 2006. The benefits of employee referral schemes include reduced recruitment costs, as well as enabling applicants to gain a more realistic job preview. In addition the willingness of existing employees to recommend their organization to others is used as a measure of organizational commitment' in high performing workplaces (Purcell et al, 2003).

Despite the attractiveness of employee referral schemes there are concerns that this approach has implications from an equality and diversity perspective, in that it could be seen as a form of discrimination. One way of potentially minimizing biases associated with employee referral schemes is to ensure that the scheme is supported by a fair selection process, one where all parties involved are fully trained for their recruitment and selection role. Another possibility is to set clear criteria/boundaries around participation in the scheme by certain groups of employees (CIPD, 2006).

Advertising: Since ads can reach a wider audience than employee referrals or unsolicited walk-ins, many recruiters use them as a key part of their efforts. Advertisements describe the job and the benefits, identify the employer and tell those who are interested how to apply.

The most common recruitment medium is that of local news paper advertisements. Advertisements on TV, radio and notice boards are also other media. In addition the use of career and job website to advertise vacancies is growing. The availability of online recruitment

advertising is encouraging companies to do it directly, by passing the traditional recruitment procedures. <http://www.hrguide.com>

Professional Search Firms: These are specialized firms that usually recruit only specific types of people for a fee paid by the employer. They actively seek out recruits among the employees of other companies. One survey showed that about 40 percent of all professional searches were successfully completed within the time specified by the contract. Additional 15 to 20 percent were eventually completed and 40 percent failed (Fisher, Schoenfeld and Shaw; 1996).

Educational Institutions (College Recruiting): Many universities, college and vocational schools offer placement assistance to their current students. This assistance helps employers and graduates to meet and discuss employment opportunities (Fisher, Schoenfeld and Shaw; 1996).

Professional Associations: These often maintain placement rosters and job fairs, especially at annual conventions. What makes these associations particularly appealing to recruiters is that members of professional associations are more likely to remain informed of the latest developments in the field, thus, leading to higher-quality applicants from these sources.

2.6.4. Constraints and Challenges Faced by Recruiters

According to, Gerard V. McMahon (2006) the most common constraints and challenges faced by recruiters are the following:

Promote from within policies: these policies give present employees the first opportunity for job openings and reduce the flow of new people and ideas in to various levels of the organization. By passing current employees can lead to employee dissatisfaction and turnover.

Compensation policies: Organizations with HR department usually establish pay ranges for different jobs to ensure equitable wages and salaries. If the recruiter finds a promising candidate, the pay range will influence the job seeker's desire to become an employee. Recruiters seldom have the authority to exceed stated pay ranges.

Employment status policies: some companies have policies about hiring part time and temporary employees. Although there is growing interest in hiring these types of workers, policies can cause recruiters to reject all but those seeking full time work.

HR Plans: HR plans are used by recruiters to design recruitment strategies, especially when promote from within policies are followed. HR plans enable recruiters to view organizations' overall hiring needs so that individual job openings can be placed in perspective with other employment needs.

Recruiters Habits: A recruiter's past success can lead to unexamined and unproductive habit. Of course, habits can eliminate time consuming decisions that reach the same answers. However, habits may also continue past mistakes or avoid more effective alternatives.

Environmental Conditions: External conditions strongly influence recruitment. The unemployment rate, the place of the company, spot shortages in specific skills, projection of the labor force, and the recruiting activities of other employers each impact the recruiter's efforts.

Job Requirements: For specific openings in an organization recruiters learn how demanding a job is from the job analysis information and from conversations with the employee requesting department (work unit). Knowledge of a job's requirements allow the recruiter to choose the best way to find recruits, given all the other constraints under which the recruiter must operate.

Costs: Recruiters may operate within budgets. Thus, the cost of identifying and attracting recruits in an even- present limitation. Careful HRP can minimize these expenses. One cost saving measure is recruiting for multiple job openings simultaneously. The best solution is to use proactive personnel practices to reduce employee turnover, thus minimizing the need for recruiting.

2.6.5. Evaluation of Recruitment

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

Quantity of applicants: because the goal of a good recruiting program is to generate a large pool of applicants from which to choose, it is natural place to begin evaluation.

Equal Employment Opportunity (EEO): goals met the recruiting program is the key activity used to meet goals for hiring protected- class individuals.

Quality of applicants: in addition to quantity, there is the issue of whether the qualification of the applicant pool is sufficient to fill the job openings.

Time required to-fill openings- the length of time it takes to fill openings is another means of evaluating recruiting efforts.

2.7. Employee Selection

2.7.1. Definition and Description of Employee Selection

Selection can be defined as the process of determining from among the applicants which ones can best fit the job specification and should be offered positions in the organization (Megingson, 1981). In this definition, selection involves deciding, if an applicant has the personal qualities that match the job requirements. Aswathappa (2002) defines selection as “the process of picking (out of the pool of job applicants) with requisite qualifications and competence to fill the job in the organization”.

However, selection is much more than just picking the “best athlete”. Hence, selecting the right set of knowledge, skills and abilities which comes in package in human being - in an attempt to get a “fit” between what the applicant can do and wants to do and what the organization needs (Mathis and Jackson, 1997).

Mondy and Noe (1990) express employee selection as perhaps “the most critical and significant tasks that any manager performs. One must take in to account not only the fact that an incorrect decision can lead to a tremendous costs in terms of resources and opportunity, but also that many people will be affected by the decision”. Aswathappa (2002) articulates that:

The best way to improve performance is to hire people who have the competence and the willingness to work. Arguing from employee's point of view poor or inappropriate choice can be demoralizing to the individual concerned (who finds him or herself in the wrong job) and de-motivating the best of work force. Effective selection, therefore, assumes greater relevance. Well designed and implemented assessment program produce concrete benefits to both an employer and employee. An employer will be benefited from reduced turn over, enhanced performance, lower levels of employee misconduct, as well as other tangible indices of return on investment; while job satisfaction, higher performance, better relation with co- workers and supervisors are benefits obtained by an employee.

2.7.2. Selection Responsibilities

The process of searching for new employee is customarily initiated by managers who decides that the needs to add to his staff or to replace someone who is leaving the organization (Brown and Harvey, 2000). Commonly he makes a written request to the personnel department stating that he wishes to hire someone to fill a specific vacancy. The position to be filled is defined in terms of its job description and job specification as obtained from job analysis (Milcinich and Boureau, 2006): The hiring activity should be integrated with the HR plans of the company. These plans should forecast departments that are expected to grow and those they may decline. Megginson (1981), states that “selection is a shared responsibility”. According to him, in theory, “selection involves a division of labor”. In most organization the division of labor works this way:

1. The personnel department does recruitment, handle the detailed steps in the selection procedure expect for the final employment interview and then recommends to the operating department that a given individual for final selection.
2. The operating managers do the final interviewing and make the decision to select or reject a given applicant, whereas according to Mathis and Jackson (1997) ,

Gaps between employment skills and requirements of the job are common factors that lead to rejection of applicants. He continues to show the variation in the current practices that personnel managers are now being brought in on the final decisions, because of their expertise in the matter, their important input in the position, salary, and benefits be offered to new employee.

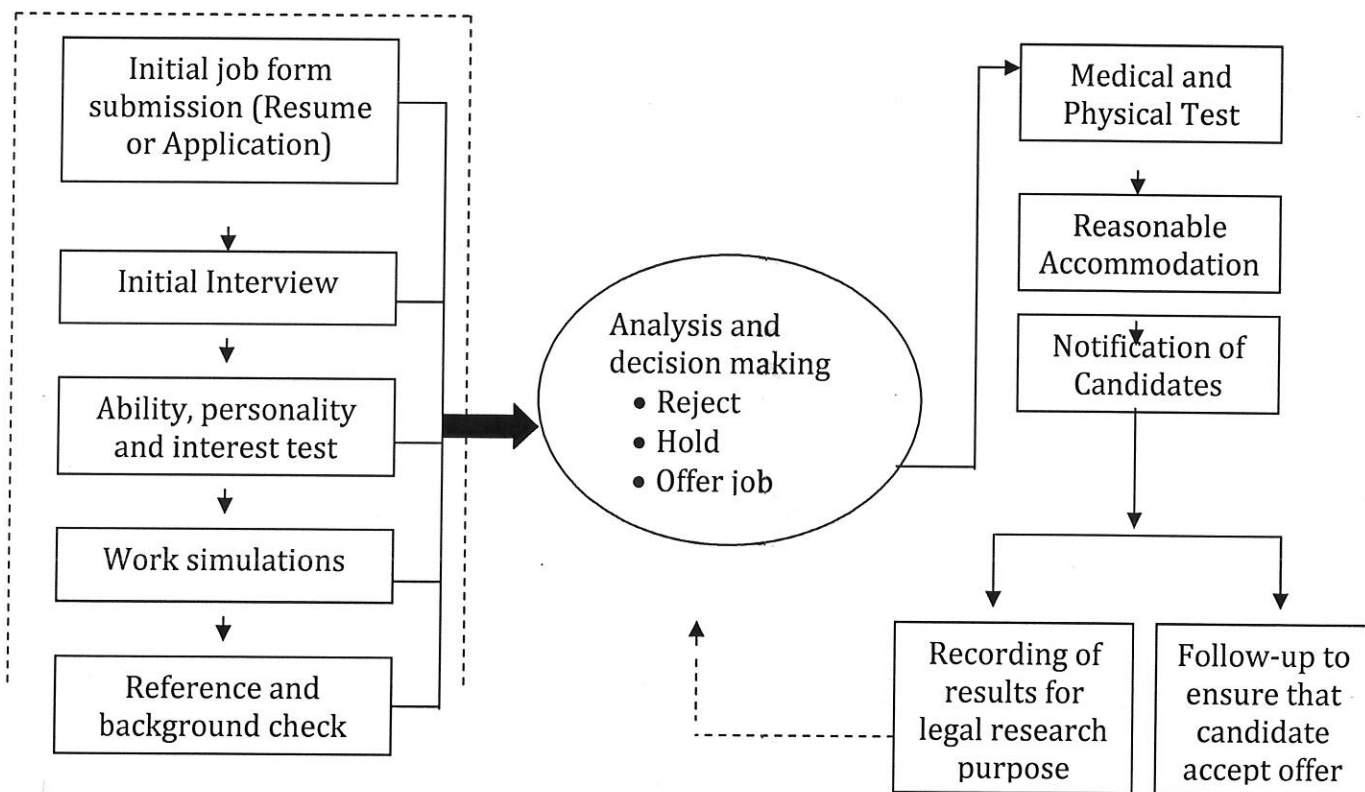
2.7.3. Employee Selection Process

The selection process is essentially a series of methods of securing potential information about the applicant (Flippo, 1988). At each step we can learn more about the prospect employee. The information obtained can then be compared with the job specification and the standard of personnel. If applicant qualities better, he or she advances to the next step. The steps constitute the means by which the applicant’s qualification can be compared with the minimum requirements established in the job specification.

According to Jackson and Shuler, (cited in Seol and Sarkis 2005) which is adapted in figure 1, below a number of steps need to be completed for initial evaluation. Many of these initial steps are for information gathering purposes and can be used in a selection model. Overall, according to the model, the selection process may have five (or more) steps including:

1. Initial job form submission (which provides basic information that may appear in a resume or application form);
2. Initial interview (which may provide insights into intangible characteristics and skills);
3. Ability, personality and interest tests (which provide structure and in-depth analysis of worker skills);
4. Work simulations (which will provide less structured information concerning the skills of the job candidate;) and
5. Reference/background checks, along with second interviews to gather additional information as well as temporal differences in skills behavior

Figure 1: Selection Process in Typical Organization



Source: Inshick Seol and Joseph Saskis (2005), a multi-attribute model for internal auditor selection, *Managerial Auditing Journal* Vol. 20 No. 8.

The information can then be analyzed and a decision is made to reject, hold, or make an offer to the candidate. The next steps in the process are to follow-up with the selected candidate if there is interest.

2.7.4. Employee Selection Techniques

The selection process involves mutual decision-making. The organization decides whether or not to make job offer and how attractive the offer should be. The job candidate decides whether the organization and the job offer will fit his needs and goals. Selection of the best person from among many good candidates is a difficult task. To avoid hiring the wrong people, the company, need to develop an employee selection system (Fang Lin and Klenier, 2004). Accordingly, several devices and techniques have been created to assist in this decision.

Application Form: The first selection information applicant usually provide is their response to an application blank or form, after preliminary interview is conducted which acts as initial screening to eliminate those who obviously do not meet the positions requirements. When carefully designed, administered and interpreted, the application form can provide a wealth of information about the candidate and is a real time saver (McMahon, 2006) and (Mondy and Noe, 1990).

Basically, the application form can provide four types of information. Firstly, Applicants education and work experience, enabling the organization to decide whether it's relevant to the vacant post. Secondly, you may draw conclusions about the applicant's pervious progress, and growth, something important for management candidates.

Thirdly, you may be able to draw some tentative conclusions regarding the applicant's stability. Fourthly the data provided may help predict which applicants will succeed, in the job and which will not.

However, an employment application form must reflect not only the firm's informational needs but also equal employment opportunity (EEO) requirements, where potentially discriminatory question (like gender, race, religion, age, number of children at home) have been eliminated (Mondy and Noe, 1990). Leighton, (2000) cited in McMahon, (2006) supports the above idea by stating that, "questions should not be posed in respect of candidate's marital status, political party membership, age of their children or dependents; she also indicates that it would be inadvisable to query candidate's sex, age, partner status".

Curriculum Vitae: Majority of organization prefer to invite CVs rather than design and issue application form. This is evidenced by Douglas (cited in McMahon, 2006), where he has identified only one third of 120 organizations used application blanks in his survey. However, whilst CVs give applicants the opportunity to sell themselves, the “flipside” of this coin is that it may extend to the inclusion of information that is wholly irrelevant to the vacancy and exclusion of important information, hence the information that you need may be missing. Moreover, McMahon (2006) argues that when CV is professionally presented, there is a danger that it will be preferred to those qualified rivals.

The researcher argues that the use of CV gives a chance to the applicant to exaggerate and decorate about him/her self to attract the attention of employee. On the other hand, the use of application form encourages inappropriate candidates to self-selected themselves out of the process by asking for information skills, qualifications, or experience they may not have. Therefore, where a large number of applicants are expected, the application form can help considerably with the short-listing process-especially when the form has been designed with relevant questions with respect of the candidate’s suitability for the specific vacancy.

Employee Selection Test: Selection test is an instrument design to measure selected psychological factors (ability to reason, capacity for learning, temperament, and specific aptitudes) and certain physical or motor abilities (manual dexterity, or hand-eye coordination). The purpose of this measurement process, at least in business, is to enable one to predict what a person will do in the future (Flipo, 1988). Tests are still one of the major methods of uncovering qualifications and talents that might go unnoticed in other instruments of selection. The major reason for using testing is that it is the only selection technique that is objective (Messinson, 1981).

Employee testing has become increasingly important since it is hard to evaluate a candidate’s performance with their previous employers (Roselius and Kleiner, 2000). The test, as with any evaluations tool, should be directly related to the specific job that the applicant is applying for.

Ample of research has been conducted in this area of personnel selection points to the use of numerous tests with differing results in terms of validity and reliability. The most common types

of tests measure knowledge, ability and personality. For the ability test there are three possible categories: cognitive (e.g. verbal and quantitative); psychomotor (perceptual speed and accuracy); and physical (e.g. manual dexterity, physical strength).

Employee Selection Interview: Selection interview is a tool designed to assess job-related knowledge, skill and abilities (KSAs) and clarify information from other source; (Mathis and Jackson, 1997). Conflicting information may have emerged from test, application forms, and references. As a result, the interviewer must obtain as much pertinent information about the applicant as possible during limited interview time, evaluate this information against job standards, and make a decision.

The interview is along-established selection tool, and has exposed to an ample research, yet still there is much debate as to its reliability, validity and susceptibility to bias and distortion. Any evaluation of the interview is complicated by the fact that it is a complex social event characterized by a dynamic relationship between interviewer and interviewee (Papadopoulos and Ineson, 1996). Their perceptions of each other and of their role in the interview, can affect either or both of the interview processes and the outcomes. Anderson (cited in Papadopoulos and Ineson, 1996), divided interview research into an “objectivist-psychometric” and a “subjectivist – social” perspective. “According to the latter, the employment interview is a two-way selection process, where decisions are made by both candidates and their prospective employers. Hence, the interview can be viewed as a recruitment device where the interviewer can provide the candidate with job information and present her/his organization in order to attract the “right” candidates and persuade them to accept a job offer”.

- Despite the popularity of the interview, successive research programs have identified numerous limitations to it (McMahon, 2006). To be fully effective, a selection method needs to satisfy conditions of reliability and validity.

Interview Reliability Test: A substantial amount of subjectivity, therefore, unreliability is to be expected from interviewing when used as a tool of evaluation since one human being is evaluating another under somewhat strained and artificial environment.

Despite its subjectivity, the interview is useful and can be improved in accuracy by using structured formats with the same or similar question used for all applicants for a particular job (MacMahon, 2006).

Employee Validity Test: Research clearly shows that the typical interview lacks any reasonable degree of validity. It is one of the least, if not the least, valid of all predictors (Meneman, Schwab, Fossum, Dyer, 1987).

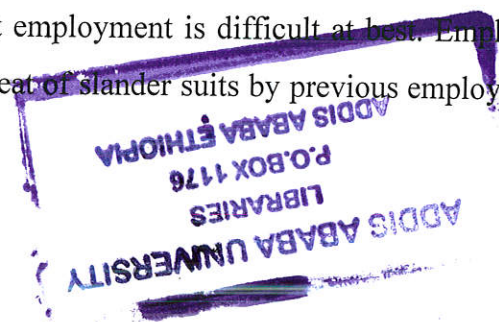
According to (Fang Lin and Kleiner (2004) “the validity of selection interview can be improved by structuring the interview, providing training for those involved in interviewing and increasing capabilities of individual interviewer”. One study has indicated that structured interview has higher validity (0.62), than unstructured interview (0.31) Anderson and Sheklton, cited in (McMahon, 2006).

Regardless of this, McMahon (2006) explains that “structured interviews are better predictors than unstructured interviews, whilst ability and cognitive tests have a higher predictive validity than personality test”. The vast majority of the research work concurs that assessment are the best predictor of all.

Assessment Centers: One further development in the use of selection techniques is the assessment center. An assessment center combines interviews, psychological tests and work sample into an integrated evaluation package (Fang Lin and Kleiner, 2004). The typical assessment center takes from one to three days to complete. The candidates participate in a number of group exercise, interviewed by a number of assessors. Their performance is rated by themselves, their peers, and the assessors. All this information is then combined to allow predictions to be made about future managerial performance and graduate trainees.

As McMahon (2006) states, “the logic to assessment center is that the more tests are run, the more information can be elicited, and the more informed the final decision ought to be. Though it is most predictive of all, it is expensive”.

Reference Checking: Reference checking of past employment is difficult at best. Employers are way of giving out information because of the threat of slander suits by previous employees if



the reference was not accurate and of negligent hiring actions by other companies or individuals injured by the previous employee if they give a good recommendation when it is not warranted (Roselies and Kleiner 2000). For these reasons, most companies restrict information to dates of employment and positions held. Most companies believe that the best policy is, "Even if you have something nice to say, do not say anything at all." Bell (cited Roselius and Kleiner 2000). References should still be checked on the off chance that something could be learned about the applicant. It can also identify possible falsification on the resume.

There might be no magic key to guarantee success in selection. This is because the selection tools used by no means are perfect in predicting the performance of an employee since each technique has its own downside. Therefore, the researcher argues that organizations need to use mixes of selection tool to reduce the risk of wrong selection. Especially when it is impossible to use assessment centers due to limited organization resources, the researcher believes that the use of structured or semi structured and ability and cognitive test will yield good predictions of employee performance which may be even more effective than poorly designed assessment centers.

2.7.5. Physical Examination

As one of the final steps before the hiring decision is made, a physical or medical examination may be conducted. In some firms the candidate fills out health questionnaires, and only those with apparent health problems are referred to a physician. Physical exams also permit employers to screen out applicants whose health problems may result in a high.

2.7.6. Barriers to Effective Selection

The main objective of selection is to line people having competence and commitment. This objective is often defeated because of certain barriers. These impediments which challenge the effectiveness of selection are summarized by Aswathappa (2002) as:

Perception: – our inability to understand others accurately is probably the most fundamental barrier to selecting the right candidate. Human nature makes it difficult when first meeting a person to not form an opinion of them based on their personal appearance. In a survey done by Raffler-Engel, 35 interviewers were asked how often they hired based on their first impression of

a candidate and 26 said that they seldom changed their minds after the first two minutes of the interview (Roselius and Kleiner, 2000). The “similar-to-me” syndrome in hiring is not very effective. A person may have similar or pleasing traits to the interviewer but that does not mean they can or will do the job.

Fairness: Fairness in selection requires that no individual should be discriminated against on the basis of religion, region, race, or gender

Validity: A validated technique doesn’t predict job accurately, but only increase the possibility of success.

Reliability: A reliable technique may fail to predict job performance with precision

Pressure: Pressure is brought on the selectors by politicians, bureaucrats, relatives, friends, and peers to select particular candidates.

CHAPTER THREE

3. RESEARCH DESIGN AND METHOD

3.1. Research Method

Since the objective of this study was to assess the practice and challenges of HRP, recruitment and selection of ETC and to forward some alternative solutions, descriptive survey method were used to obtain pertinent information concerning the topic of the study. This is because descriptive method tries to give a pictorial account of an event, behavior or situation.

The other reason for the selection of this method was because it is possible to collect detail description of existing situation with the intention of producing data that proof current conditions practice and challenges of HRP, recruitment and selection in ETC. Finally, in agreement to these the relevance of survey method to such a purpose has been notified by Seyoum and Ayalew (1989). Since, data were collected through questionnaire and interview this study used both qualitative and quantitative method to answer the research questions.

3.2. Source of Data

3.2.1. Primary Data Source

The primary data were gathered from the response of subject of the study through questionnaires and interview. Accordingly, the first questionnaires were disseminated to 153 non managerial employees and 39 managerial employees found at the head office. These employees were believed to reveal the actual picture of the HRP, recruitment and selection activities in ETC since they necessarily passed through these processes during their employment. Moreover, relevant primary data was also collected through interview with the training and development manager who believed to have a direct contact with HRP practices. In addition, through interview other primary data about recruitment and selection were obtain from External recruitment and placement deputy manager from internal support department to triangulate the reliability of the information obtained from questionnaires.

3.2.2. Secondary Data Source

Books, Journals, policy manual internet pervious research conducted on this topic and different documents related to the issue were used as` secondary data sources.

3.3. Sample and Sampling Techniques

The total populations of this study were 1645 non managerial employees and 386 managerial employees who have been working in the head office. Due to various constraints, it was difficult to conduct research in all these managerial and non managerial employees; this required the researcher to carry out the study on the restricted number employees. In doing so, 39 (10%) of managerial employees and 253 (10%) of non managerial employees were selected as a sample study by using simple random sampling technique. This technique was used to give equal chance of selection for all employees from each stratum.

According to the structure of ETC there are 6 zone offices in Addis Ababa and 13 regional offices outside Addis Ababa and under the head office. The total number of employees throughout the country was 12, 842 in 2002 EFY (Source: Human resource department annual report document 2009-2010).

This research has been conducted by taking the head office as specific study area due to the following reasons:-

- In 2002 EFY there were 2917 employees in the head office (i.e. 22.6 percent of the total ETC employees or the whole population). Therefore the target population was believed to be representative of the corporation in general.
- HR policies are usually developed and adjusted at the corporate level in the head office. Therefore, it has been logical to assess the HRP, recruitment and selection practices at the head office to check whether they are doing in line with the policy they were developed.
- Studying the different zonal offices in Addis Ababa and regional offices outside Addis Ababa was not significantly bring a major differences because the HR policies made at the head office were also practiced there. In addition HRP practice was fully done at the head office level only. Therefore, to go through each zone for this study was unnecessary and costly

The employees at the head office were classified in to two exclusive groups as managerial staff (including divisional managers, chief officer's department heads and supervisors) and non-managerial staff. This stratified sampling method has been used because there were differences in employment practices especially with regard to selection process and to have representative from all strata.

In addition to this, external recruitment and placement deputy division manager and the training and development managers were purposefully selected to get pertinent information since they have more than eight years experience in the stated area.

Therefore, the sample size of the study were 39 managerial employees selected from 386 managers found at the head office and 253 non managerial employees selected from the total 2531 non managerial employees found at the head office. Totally the sample size was 292 participants.

Table 1: Classification of total ETC Employees at the Head Office

Managerial staff			Non-managerial staff			Total(A+B)
Male	Female	Total(A)	Male	Female	Total(B)	
276	110	386	1645	886	2531	2912

(Source: ETC Internal placement division annual report, June 2002 EFY).

3.4. Data Gathering Instruments

To obtain the current and primary information from respondents' questionnaire and interview were used as the main instrument of gathering quantitative and qualitative data. In addition, analyses of related documents were the secondary source of data for the study. Questionnaire was used to collect information from managerial and non managerial employees because it is useful to collect data from large population with in short period of time.

The questionnaire was including open ended and close ended questions. Close ended questions were used to reduce burden from the respondent. In addition to this close ended questions offered

many advantages in time and money; it was easy to calculate percentages and other statistical data over the whole group or over any subgroup of participants.

On the other hand, the open-ended questions require respondents to answer in their own words, meaning the participant is free to answer whatever he or she chooses. This increases the likelihood of receiving unexpected and insightful suggestions. Moreover, an open-ended question elicits in-depth responses, as opposed to limited responses.

In addition to these, questionnaires were prepared both in English and in Amharic to minimize misunderstanding and to enhance the quality of responses. Semi-structured interview were also used in this study for the collection of qualitative data through interviews; this allow respondents to talk about their perspectives on a particular subject. The Advantage of this method is that it is simple, efficient and practical way of getting data about things that cannot be easily observed. It has high validity, as respondents are able to talk about things in detail and in depth.

To dig out information from the external recruitment and placement deputy division manager and training and development division manager, semi-structured interview was conducted.

Pilot test: Once the questionnaires were prepared, then they were given for two experienced HR experts, so that comments mainly on content validity of the tool were gathered. Based on accepted suggestion from experts, the researcher corrected some ambiguous words and sentences.

Finally, following the worth comment of the research advisor, a small pilot study was arranged to 5 managerial staff and 5 non-managerial randomly selected staff members at North Addis Ababa Zone of ETC Office which were not part of the target population to allow for testing, revision and refinement of the questionnaires.

3.5. Method of Data Analysis

After the collection of responses on questionnaires from the employees, the data were; checked for errors, classified in to homogenous groups according to the strata identified earlier and in other population characteristics. Then the data were pre-processed using the Microsoft Excel for Microsoft Professional Windows XP and Statistical Package for Social Science (SPSS) for the data analysis. The data received feedback from the questionnaires were analyzed and interpreted

using quantitative stimulation by using Microsoft excel, for instance, percentages and average index calculations and demonstrated by tables and graph.

In addition the secondary and qualitative data were clearly presented, analyzed, interpreted and studied to look critically the practice of HRP, recruitment and selection as well as to identifies what factors hinder the success of HR functions were classified and analyzed clearly.

In this research the average index formula stated above was used to calculate and rank the challenges that influence the HRP, recruitment and selection practices of ETC and to show their intensity and commonality level.

With regard to pilot test, the spearman-Brown formula was utilized in calculating the correlation between the two halves, mainly items with rating scale. Since, spearman-Brown formula was usually applied in determining reliability using split halves. Thus giving reliability estimated for managerial staff pilot test was 0.80. Reliability estimation for non-managerial staff was calculated in the same fashion as it was to managerial staff. The result was reliable by 0.72.

According to literatures, if the reliability test is statistically greater than 0.6 it is generally accepted as reliable. Thus, the test indicated that the questionnaires of the study were reliable. In addition to these, questionnaires were prepared both in English and in Amharic to minimize misunderstanding and to enhance the quality of responses.

CHAPTER FOUR

4. Data Presentation, Analysis and Interpretation

In this chapter of the thesis, presentation, analysis and interpretation of the data collected from the respondents is treated. Subject of the study were ETC managerial and non-managerial employees who found in the head office.

The managerial and non managerial employees of the organization at the head office were considered in this study to obtain information pertinent to HRP, Recruitment and selection practices and problems of the organization. A total of 292 copies of questionnaire were distributed to the subject of the study. Out of these, 274 (93.83) were completed and returned.

4.1. Brief Historical Account of Ethiopian Telecommunication Corporation

The introduction of telecommunication services in Ethiopia dates back to more than one hundred years. It was Minilik II, the Emperor of Ethiopia, who introduced telephone technology of the country around 1894, with the installation of 477km long telephone and telegram lines from Harar, eastern part of Ethiopia, to Addis Ababa (Ethiopian Telecommunication-Corporation Annual Statistical Bulletin, 2002 Ethiopian Fiscal Year).

Gradually, the technological system contributed to the integration of the Ethiopian society when the extensive open wire line system laid out linking the Ethiopian capital city with all the important administrative towns of the country.

When Proclamation 131/53 established the Imperial Telecommunications Board of Ethiopia in 1953, it was granted full provision of administrative and financial autonomy. The major objectives of the Board were to undertake the expansion of telecom services through the nation; to represent Ethiopia Internationally regarding telecom activities and to allocate and control all communication frequencies.

Forty years later, by regulation number 10/1996 of the council of ministers, all the rights and obligations of the former Ethiopian telecommunications authority were transferred to the

Ethiopian telecommunications corporation (ETC) with the principal duty of maintaining and expanding telecommunications services in the country under the supervision of Ethiopian Telecommunications Agency (ETA).

Currently, ETC, being one of the largest as well as the sole industry in telecom service in the country, is striving to realize its vision of creating an information affluent Ethiopian society where all Ethiopians will have access to information infrastructure on sustainable and equitable bases. Hence in order to realize it vision, the corporation attempts to provide its customer with diversified telecom services including internet, fixed line, mobile telephone service and others. ETC has its headquarter and six zonal offices in the capital city (Addis Ababa), ten regional offices out of Addis Ababa and six strategic business units (Transport Network, Telecom Engineering, Broad Band, Mobile Service, Fixed line and Service delivery), and possesses around 12,800 employees all over the country.

4.2. Employees Description

This part described the selected employees of ETC that utilized and/or utilizes HRP, employee recruitment and selection practice, based on the following selected personal demographic characteristics: age, gender, the highest educational level completed, and length of tenure in the organization.

Table 2: Respondents by Sex and Age

S.No.	Items	Number of respondents	% age
1	Sex:		
	a. Male	193	70.44
	b. Female	81	29.56
	Total	274	100%
2	Age:		
	a. 18-25	90	32.85
	b. 26-35	90	32.85
	c. 36-50	68	24.82
	d. 51-60	26	9.48
	Total	274	100%

As presented in Table 2, most (70.44 percent) of the respondents were males and the remaining (29.56 percent) were females. Regarding the age of study participants, the largest group (65 percent) was in the 18-35 years age group. A very small proportion (9.8 percent) of the respondents indicated that they were in the age group 51-60 years.

Table 3: Respondents by Educational qualification and work experience

S.No.	Items	Number of respondents	% age
1	Level of Education:		
	a. < 12 th Grade	-	-
	b. 12 th grade Complete	36	12.97
	c. Vocational school diploma	86	31.40
	d. College diploma	60	21.90
	e. First degree	91	32.65
	f. Second degree	1	2.90
	g. PhD	-	-
	Total	274	100%
2	Length of Work Experience:		
	a. <1 year	41	14.96
	b. 1-4 years	66	24.09
	c. 5-8 years	90	32.85
	d. 9-12 years	47	17.15
	e. > 12	30	10.95
	Total	274	100%

With regard to their level of education, the largest groups of respondents (85 percent) were first degree and diploma holders.

Out of the respondents the largest group of respondents (32.85 percent) indicated that they had been employed with their current organization for about 5-8 years. The second largest group (24.09 percent) specified that they had tenure of 1-4 years. On the other hand (10.95 percent) of respondents served the organization greater than twelve years.

4.3. Environmental Analysis

The initial task of HRP process is analyzing and investigating both internal and external environments of an organization in terms of external labor market, internal labor market, corporate capability, corporate strategy and other variables.

Table 4: Environmental Scanning Practices on the process of HRP

Item	Response	
	Number of respondents	% age
Whether ETC assesses environmental factors in HRP Process?		
a. Yes	72	26.3
b. No	202	73.7
Total	274	100
If yes, which factors or variables are considered?		
a. Internal labor market	15	20.1
b. External labor market	11	15.4
c. Corporate capability	6	8.1
d. Corporate strategy	40	55.5
Total	72	100

As it can be seen from Table 4, more than half of the respondents (73.7 percent) were replied that ETC doesn't undertake environmental assessment in its HRP activity and of 88 respondents who replied that the corporation conduct environmental assessment, (55.5 percent) of them gave their response that ETC considers its corporate strategy and (20.1 percent) of them replied that internal labor market is taken in to account in the HRP practice.

In line with this, the training and development division manager of ETC, who is responsible for the HRP of the corporation at the corporate level, was asked whether ETC analyzes and investigates internal and external situation in terms of labor market, corporate capability,

Table 5: Utilization of Job Analysis and Skill Audit for HRP Purpose

Description	Strongly agree		Agree		Undecided		Disagree		Strongly disagree		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
ETC uses job analysis for HRP purpose.	16	6	40	14.5	47	17.2	126	45.9	45	16.4	274	100
ETC uses skill audit for HRP purpose.	8	3	44	16	41	14.9	134	48.9	47	17.2	274	100

In harmony with the data reveals on Table 5, the interview result also shows that ETC uses job analysis and skill audit less likely for the purpose of HRP.

Accordingly, it has been emphasized by the interviewee that absence of job description for non managerial position is due to lack of job analysis. The interviewee also revealed that since the corporation does not apply competency-based employee placement practice, conducting skill audit is less valuable.

Hence, although job analysis and skill audit enable HR planers to practice sound HRP function by providing them relevant information about the job entails and human capital required to perform that job, the result of this study shows that ETC less likely gives attention for this HR function.

4.4. Forecasting Human Resource Supply and Demand

Estimating future manpower supply and demand of an organization is also one essential element of HRP process. In this regard, respondents were asked to give their opinion as to whether ETC uses HR supply and demand. As shown below in table 6, (64 percent) and (73 percent) of respondents respectively gave their response that ETC didn't undertake forecasting techniques in order to estimate its HR supply and demand.

Table 6: HR Supply and Demand Forecasting Techniques for HRP

Description	Strongly agree		Agree		Undecided		Disagree		Strongly disagree		Total	
	No.	%	No	%	No.	%	No	%	No	%	No	%
ETC uses HR demand analysis for HRP purpose.	8	3	47	17	44	16	126	46	49	18	274	100
ETC uses HR supply analysis for HRP purpose.	14	5	27	10	33	12	132	48	68	25	274	100

The interview result obtained revealed that the organization HRP process didn't fully considered the demand for and supply of employees because for high positions, the supply side exceeds the demand side. Thus, it can be said that there is some sort of gap between that the corporation demands and what it currently possesses, particularly in terms of qualification.

Accordingly, the gap is mainly due to poor forecasting techniques/absence of statistical forecasting techniques/and government interference. By government interference means, there are occasions that government interfere the corporation's activity regarding this issue. For example, in 2007, ETC hired above one thousand first degree graduates from external labor market, which was mainly due to government pressure.

Therefore, even though effective HR forecasting is undoubtedly one critical part of HRP process that enables organizations to maintain right people at the right place, it is identified that ETC lacks proper HR forecasting practice.

Table 7: ETC's Possession of Qualified HR Professionals

Item	Strongly agree		Agree		Undecided		Disagree		Strongly disagree		Total	
	No.	%	No	%	No.	%	No	%	No	%	No	%
ETC posses qualified HR professionals who handle HRP activities	8	3	47	17	51	18.6	138	50.4	30	11	274	100

As shown in Table 7, (61.4 percent) of respondents replied that ETC didn't possess qualified HR professionals in order to handle effective HRP activity. However, (20 percent) of respondents believed that ETC possess qualified HR professionals who handle HRP activities the rest of the respondents were un decided to gave the response.

On the other way round the interview result obtained reveals that there was lack of competent HR professionals in the organization. This indicates that even though the availability of competent HR professional to handle the HRP practice very important, the actual practice in ETC is far from this reality.

Table 8: Utilization of HRIS and Availability of HR Policy

Description	Strongly agree		Agree		Undecided		Disagree		Strongly disagree		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
ETC possess sound HR policy	64	23.4	111	40.6	42	15.3	49	17.8	8	2.9	274	100
The actual planning practice aligned with the policy	6	2.2	77	28.1	41	15	101	36.9	49	17.8	274	100
ETC utilizes HRIS in HRP process	16	5.8	13	4.7	16	5.8	169	61.8	60	21.9	274	100

As Table 7 shows, (40.6 percent) and (23.4 percent) of respondents respectively do agree and strongly agree with the presence of good HRP policy to guide the practice. However, (54.7 percent) of them replied that ETC didn't undertake its HRP activity in line with its policy. This shows that, even though ETC maintains fairly good HR policy manual, implementing what is written the manpower policy in to action is the main problem.

With regard to the availability and utilization of HRIS majority of the respondents (83.7 percent) replied that ETC didn't use HRIS in the HRP process. This shows that even though automation play an important role to upgrade the efficiency of HR, ETC yet less likely utilizes HRIS.

4.5. Human Resource Planning Practice with Regard to Succession Planning

Regarding succession planning, ETC's HRP policy articulates that the corporation shall put succession plan in place in order to be able to appoint managers of every level at any time. The

implementation directives have been based on the strategic plan and organizational structure of the corporation (ETC HR policy and procedure manual 2004).

Disappointingly, the result of investigation depicts that there is no succession planning practice in ETC. according to the training and development manager of ETC, the trend shows less employee turnover in higher level posts and due to this reason, the organization has not taken an action to put succession planning in place.

No matter to what extent turnover is low in key organizational positions, putting succession planning in place develops leadership and further enhances performance (Dessler, 2009). And it is valuable for ETC to implement what is written and enclosed in its HRP policy in to action.

4.6. Evaluation of ETC's Human Resource Planning Practice against Employment Growth Rate per Year

The HR policy manual of ETC declares that the number of manpower by the end of the budget year shouldn't at any rate exceed the number at the beginning of the budget year more than 3 percent.

In order to evaluate the actual practices, the total employment growth rate in the last four years was presented here under.

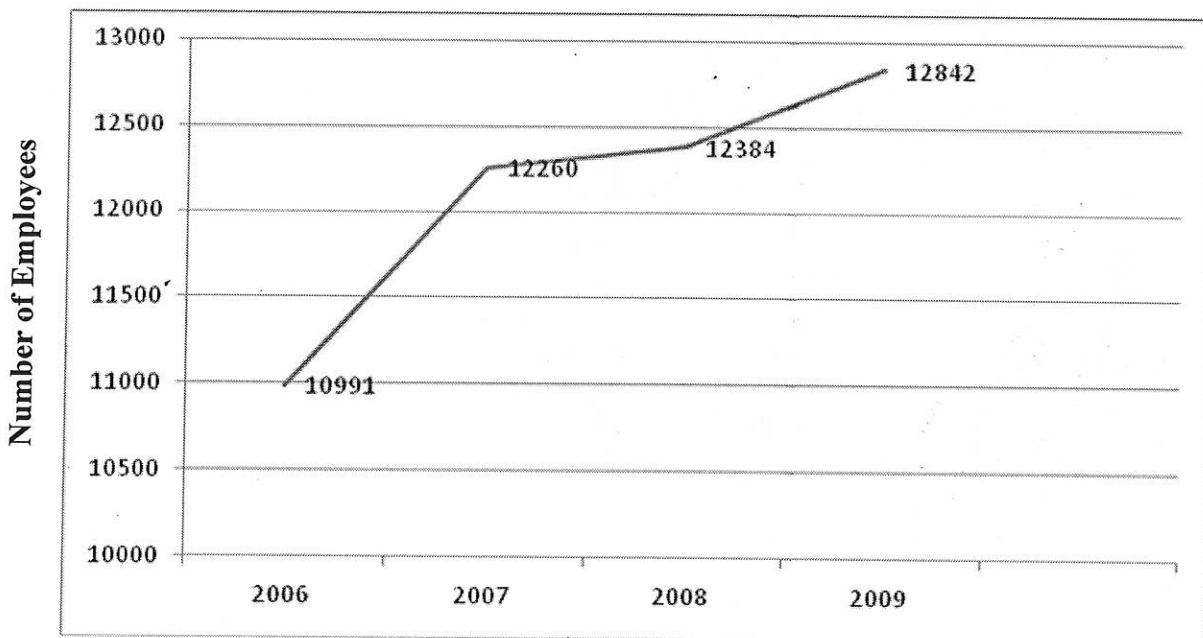


Figure 2: Trends in number of employees in ETC (Source: ETC's HRP section five year reports)

Thus, change in 2007:

No. of employees at the end of 2007- No. of employees in the beginning of
2007

$$\frac{\text{Number of employee at the beginning of 2007}}{10991} \times 100\% = \frac{12260 - 10991}{10991} \times 100 = \mathbf{11.54\%}$$

No. of employees at the end of 2008 - No. of employees in the beginning
of 2009

$$\frac{\text{Number of employees at the beginning of 2002}}{12260} \times 100\% = \frac{12384 - 12260}{12260} \times 100 = \mathbf{1.01\%}$$

No. of employees at the end of 2009 – No. of employees in the beginning
of 2009

$$\frac{\text{Number of employee at the beginning of 2009}}{12384} \times 100\% = \frac{1842 - 12384}{12384} \times 100 = \mathbf{3.7}$$

The above figure shows that percentage change in number of employees in last four years. Accordingly, the percentage changes in 2007 and 2009 are 11.54 percent and 3.7 percent respectively which are greater than 3 percent and it is not aligned with the above described HR policy. But the justification enclosed by planning section for such practice was because of hiring new employees in the position of driver and telephone operator for the newly opened stations in rural areas.

Table 9: Degree of objectives of HRP attainment

Item						Average index	Practicability level
	5	4	3	2	1		
To fully assess different alternative of manpower sources so as to secure the optimum qualification for the specific job	12.9	40	31.4	11.4	4.3	3.5	Less common
To avoid redundancies and surplus	8.6	25.7	40	20	5.7	3.11	Less common
To develop new managers who replace the existing manager in the future	4.3	32.9	25.7	22.9	14.3	2.90	Less common
To respond departments man power requirement	30	50	15.7	2.9	1.4	4.04	Common
To plan proportional accommodations, such as future needs of office space and other work place	5.7	40	31.4	15.7	7.1	3.21	Less common
To assign the number of employees with the requisite of the corporation through placing only the proper employees in each job.	7.1	17.1	37.1	28.6	10	2.8	Less common

[1.00 ≤ average index < 1.50 (very uncommon), 1.5 ≤ average index < 2.50 (uncommon), 2.50 ≤ average index < 3.50 (less common), 3.50 ≤ average index < 4.50 (common), 4.50 ≤ average index ≤ 5.00 (very common)].

As Table 9 depicts, the average index result (4.04) revealed that, the HRP practice of ETC commonly practiced to respond the manpower requirement of different departments. The other objectives like, planning to place only the proper employees in each job and to develop new managers who replace the existing manager in the future were the least among the less commonly achieved HRP objectives of ETC (2.83 and 2.90 average index respectively).

In harmony with the data obtained from questionnaire, ETC's HR inventory shows that about (4.38 percent) of ETC employees are working in a position that they are not qualified for. And of those employees working in wrong positions, majority of them assigned in a position that require lower qualification than what they are currently possess. This shows that the HRP practice of ETC didn't fulfill the basic purpose of HRP which is assigning the right number of people at the right time and place

Table 10: Failure Factors Influencing the Performance of HRP

Item						Average index	Significant rank
	5	4	3	2	1		
Lack of HR specialist	28.6	51.4	18.6	1.4	0.00	4.07	1
Lack of evaluating existing skill supply from within the organization	24.4	60	14.3	4.3	0.00	3.99	2
Lack of management support	18.6	55.7	20	4.3	1.4	3.86	4
Resistant to change in new HR tools and technique	8.6	37.1	34.3	12.9	7.5	3.27	8
Lack of employer and employee commitment towards HR practice	18.6	51.4	27.1	1.4	1.4	3.84	5
Varying business environment	11.4	57.1	24.3	7.1	0.00	3.73	6
Technological development and change	22.9	31.4	27.1	15.7	2.9	3.56	7
Lack of external labor information	8.6	34.3	32.9	20	4.3	3.23	9
Political influence	4.3	22.9	45.7	18.6	8.6	2.96	10
Lack of coordination between HRP section, internal placement division and other departments	22.9	57.1	15.7	2.9	1.4	3.97	3

[1.00 ≤ average index < 1.50 (very uncommon), 1.5 ≤ average index < 2.50 (uncommon), 2.50 ≤ average index < 3.5 (less common), 3.50 ≤ average index < 4.50, (common), 4.5 ≤ average index ≤ 5.00 (very common)].

As we can see from Table 10, majority of the respondent believed that; “lack of HR specialist”, “Lack of evaluating existing skill supply from within the organization” and “Lack of coordination between HRP section, internal placement division and other concerned departments and line managers” respectively were among the causes and limitation that lead failure towards HRP in ETC.

It has been identified that only competent HR specialist is able to handle this critical HR activity. But, as this study has shown that the (average index 4.07) reveals that ETC has given less attention for HRP process and it has been handled by any or ordinarily HR professionals in each work unit. In addition (the average index 3.99) reveals that ETC’s HRP section lacks to develop and maintain strong network among line managers, internal placement division and other concerned departments.

Finally (the average index 3.97) shows that ETC lacks evaluating existing supply from within the organization. In addition, to lack of specialists doing so, the organization undertakes the HRP activities like maintaining employees’ profile, data analysis, skills inventory and reporting system manually for more than 12,000 employees.

Table 11: Summaries of Recruitment Methods

Method of recruitment	Medium of advertisement used	Number of respondents	% age
Advertisement	New paper	89	77.74
	Notice board	112	
	Television	12	
	Radio	-	
	Website	-	
College recruiting		47	17.15
Transfer from other organization		11	4
By recruiting job seekers at personnel department/walking		-	-
By recruiting job seekers who send written inquiry/ write ins/		3	1.1
Recruiting through professional associations		-	-
	Total	274	100

As it can be seen from Table11, majority of the respondents (77.74 percent) replied that ETC usually uses notice board and news paper advertisements for vacancy announcements. In addition to advertisements, college recruiting is the second famous method in which ETC is undertaken to acquire fresh degree and diploma graduates.

Besides, the external recruitment and placement deputy manager was interviewed the criteria regarding how they select the recruitment methods; and the manager replied that there are of course a number of factors dictate the selection of best method and type. These include employment type (permanent or temporary), volume and accessibility of the required manpower, recruitment cost and area coverage to be accessed by the applicants.

According to the interview response, among the methods of vacancy announcement, advertisement is effective means of attracting a pool of candidates and less costly method to staff the vacant posts in the corporation. The other method of recruitment that ETC practiced for a long period of time is collage recruitment. This method is helpful to get professionals who have

not been oriented to another work system which facilitates easy socialization to the corporation's system of work and organizational culture.

With regard to the major problem related with vacancy announcements, the interviewee revealed that those vacancy announcements which are sent to the press agency for news paper advertisement takes longer time than expected. Eventually this results in delayed placement.

4.7. Selection Process in ETC

4.7.1. Registration

Employee selection involves a series of decisions made at different levels by different parties. As it is elucidated by Brown and Harvey (2000), making wrong selection decision can result in frustration, repetitive training cost, cost of replacing an employee with a fresh one and low moral prior to the eventual termination of recently hired person, after which the selection process begins all over again.

So, in order to make the right preliminary screening as well as selection decision accurate information about the new candidate is one of the most important constituent. Organizations use different means's to gather information about the applicant at the time of registration to make preliminary screening at the out set and final selection decision at the end.

Table 12: The First Mechanism used to gather Information

First mechanism used for data collection	Total number respondents	% age
Curriculum vitae	2	0.76
Preliminary interview	240	91.25
Application blank /form/	3	1.14
Both curriculum vitae and application blank /form	18	6.84
Total	263*	100

* The remained 11 employees were not responding this question because they were transferred from other organization

As indicated in Table 12, except few (n = 23), the majority (91.25 percent) of the respondents revealed that they have provided information for the first time about themselves through application blank of the corporation.

In line with these, the study at hand has tried to look the HR procedure manual of ETC. The manual clearly articulates that applicants who fulfill the requirements as stated in the vacancy announcements will be registered for the open positions up on completing the application blank of the corporation and presentation their document copy including one passport size photograph.

Table 13: Degree of the Application form Understandability and Content Relevancy

	Rate	Number of respondents	% age
Understandability	Very easily understandable	-	
	Easily understandable	-	
	Moderately understandable	207	78.71
	Understandable with assistance	56	21.29
	Not clear at all	-	
	Total	263*	100
Content relevancy to the job position	Highly relevant	198	75.28
	Moderately relevant	65	24.72
	Less relevant	-	-
	Total	263*	100

*11 Respondents transferred from the other organization did not included in the above table

As it can be seen from Table13, from those respondents who indicated that they have provided information through application blank (78.70 percent) of them said the application blank was moderately understood and the rest (21.29 percent) indicated that it is understandable through assistance from the office personnel.

With regard to the content of the application form more than 75 percent of the respondents indicated that the form was relevant to the job position and ethical with regard to the requirements to be filled by the applicant.

As indicated in the literature even though CVs gives applicants the opportunity to sell themselves by exaggerate and decorate their CVs, the “flipside” of this coin is that it may extend the inclusion of information that is wholly irrelevant to the vacancy and exclusion of important information that is may be missing and result in exclusion of the applicant out of the competition. On the other hand the use of the application form encourages in appropriate candidates to self-select them-selves out of the process by asking for information skills, qualification or experience they may not have. Moreover, each applicant might come up with different styles consisting of various related as well as unrelated information for the vacant position which makes the life of the screeners terrible.

As well designed application form requires only information required by the position and simplifies the work. Moreover, it enables to systematically analyze the information and make it available for decision within short period.

Therefore, were a large number of applicants is expected, the application form can help considerably with the short-listing process-especially when the form has been designed with relevant questions with respect of the candidates’ suitability for the specific vacancy.

4.7.2. Providing Information for Applicants About the Date and Place of Examination

Even if the employment policy manual states clearly that all applicants will be informed about the date and place of the examination following upon registration, disappointingly 238 (90.49 percent) of the 263 respondents responded that applicants were not told about the examination date and place. The rest 25 (9.51) said they informed about the specific dates.

No matter to what extent the arrival of large pool of applicants, due to the delay and lack of information about the exam date and place, many competent and skill full applications lost the job opportunity offered by the organization.

4.7.3. Preliminary Screening

Regarding preliminary screening process of ETC the research at hand tried to assess whether there were challenges in this phase or not. With regard to this issue, external recruitment and

selection manager was asked to give his opinion. Accordingly, the interviewee uncovered that there were some regions and zonal offices which override the stated rules. According to him, in addition to work experience and minimum educational requirements, age and marital status also been used as criteria which were not clearly put in the manual. Moreover, some of the criteria's are irrelevant and/or discriminatory.

4.7.4. Employee Selection Test and Interview

Selection test is an instrument design to measure selected psychological factors (ability to reason, capacity for learning, temperament, and specific aptitudes) and certain physical or motor abilities (manual dexterity, or hand-eye coordination). The purpose of this measurement process, at least in business, is to enable one to predict what a person will do in the future (Flipo, 1988). To this end, the HR policy manual of ETC assigned weights for each selection test is presented as follows: If the entrance exam is only interview 100 percent weight will be given, if the entrance consists of interview and written exam 40 percent for interview and 60 percent for written exam will be given and if the entrance exam consists practical exam and interview 30 percent and 70 percent will be for each exams respectively/ ETC HR policy and procedure manual, Nov 2004/.

As indicated in the literature part, interviewing is probably the most widely used single method of employee selection and almost all personnel managers use this method at some stage in the selection procedure despite its deficiencies (Flipo, 1988).

Unstructured interview is the least accurate among predictors available (Arvey and Campion, 1982). This is because the questions are not drawn from formal job analysis information they may not always be job related. As a result of this; there is a high room for subjectivity, i.e. personal bias. Members in the interview committee can favor some applicants at the expense of others by posing easily responded; less pressurizing, and may be job unrelated questions since there are no standard questions. Hence, a substantial amount of subjectivity, therefore, unreliability will be there from unstructured interviewing when used as a tool for evaluation.

Terpstra, (1994) states that the validity of selection interview can be improved by structuring the interview, providing training for those involved in interviewing and increasing capabilities of individual interviewer. In contrary to the above facts, semi structured and unstructured interviews

are used in ETC to select employees. As clearly stated in the HR manual of the corporation, degree graduates employment, expert employment and Officials employment

According to the Manual, interview committees are usually composed of 5-7 members who are representatives from different units like ETC Collage representatives, labor union representatives, working unit with the vacant post and external recruitment and placement deputy division.

These members are expected to evaluate each candidate according to the evaluation criteria like personality, job knowledge, reliability, communication skill and others which may be decided up on the meeting of the specific meeting of the specific interview committee.

Of the 263 respondent employees included in this study the following information was obtained with regard to selection tests and interview and other criteria used for evaluation.

Table 14: Responses on selection test and other criteria

Educational level	Selection Criteria				
	Interview	Interview & written selection test	Interview & practical selection test	Interview & work experience	Total
Below grade 12	-	-	-	-	-
12 th grade complete	-	28	5	-	33 (12.54%)
Vocational school diploma	-	38	43	-	81 (30.79%)
Collage diploma	-	39	14	5	58 (22.05%)
First degree	86	-	-	5	91 (34.76%)
Second degree	-	-	-	-	
PhD	-	-	-	-	
Total	86(32.67%)	105 (39.92)	62 (23.19%)	10 (3.8%)	263* (100%)

* The remaining 11 respondents do not pass through this selection process. These include one second degree graduate, two college diploma graduates, five vocational school diploma graduates and three 12th grade complete employees

In line with stated in the manual, Table 14 revealed that all the first degree graduates (91 respondents) were only interviewed where work experience is not required or else additionally evaluated with their experience where work experience was found necessary.

Positions like driver, secretary, motorist, messenger, electrician etc will be filled by applicants who pass practical test and interview. As the study at hand also showed up that (23.19 percent) of the respondents were employed after these two evaluations were made. About (39.92 percent) of the whole respondents indicated that they have taken interview and written tests to be employed.

Problems with regard to the selection test and interview were stated by the external recruitment and selection manager. Accordingly, many of the practical and written tests are administered by ETC Collage where professionals in the different types of jobs are available. Beyond this, employees from the work units requiring the specific personnel may be responsible to prepare and evaluate practical and written exams. In case where professionals and resources may not be found in the corporation, ETC will contact examiners who are responsible to handle for the whole testing procedures and provide the results of every candidate to the recruitment office. The prominent problem in these regard is the delay of results. Specially, the written exam results were arrive late to the recruitment office either from the collage of ETC or external examiners.

Table 15: Competence of Interviewers

Interviewers competency	Number of respondents	% age
High competent	34	13
Competent	21	8
Moderately competent	121	46
Weak	87	33
Total	*263	100

To discover the competence of interviewers, the researcher has posed a question to respondents and (46 percent) and (33 percent) disclosed that the competence of interviewers were moderate and weak respectively, which is significant number.

In line with this, the opinion of the interviewed manager responded that the main problem is lack of interviewer training before interviewing and lack of exposure of interviewers in the area. If there is no knowledge for the interviewers in the area, what he/she simply measures is behaviors or traits unrelated to the job or variables in the artificial environment than what he/she really should measure. On the other hand; there will be high chance for the interviewer to compare an interviewee with other interviewees and even with him/her than the criteria the position requires.

According to the manager, moreover, the interviewer's inability to understand others accurately is probably the most fundamental barrier to selecting the right candidate. In addition literature indicates that most interviewers make selection decision after the first few minutes of the interview based on the first impression. A person may have similar or pleasing traits to the interviewer but that does not mean they can or will do the job.

From Table 15, only (21 percent) of the respondents reflected that the interviewers are either competent or strongly competent. Based on this the researcher argues that a person can not conduct an interview for the mere reason that either he/she is head of the department or higher official. For a human behavior is so complex, it is quite difficult to elicit the latent behavior by bombarding the applicant with a flood of questions. Because an interview by it self is a science as well as an art which requires different tactics to get maximum of the session. Moreover, it involves systematically approaching the applicant so that he/she elucidates what is important for the selection decision without reservation. Therefore, a careful selection and training of interviewer has a paramount benefit in making the right choice because wrong selection is costly and consequential.

4.7.5. Evaluation of Time Gaps between Each Employment Selection Tests and Final Placement

with regard to the time gap between registration and first test, between two tests and between the last test and final placement, all the cases Table 17, reveals that, more than (50 percent) of the non managerial respondents judge the time gap between different events to be either extremely long or long enough which is an indication that there was slow movement in selection process which finally would be a cause to the failure in giving quick responses to placement requirement.

Table 16: Summary of Time Gaps between Each Selection Test

Item	Rate	Number of respondent	%
Waiting time before being interviewed but after arrival of the interview place	Extremely long	66	29.39
	Long	60	26.61
	Fair	54	24.33
	Short	44	19.77
	Extremely short	-	-
	Total	224	100
Waiting time between registration and first selection test	Extremely long	65	28.89
	Long	67	30
	Fair	45	20.11
	Short	47	21
	Extremely short	-	-
	Total	224	100
Waiting time between each selection test	Extremely long	44	20.96
	Long	62	29.94
	Fair	88	42.50
	Short	14	6.59
	Extremely short	-	-
	Total	208*	100
Waiting time between the last selection test and final call for placement	Extremely long	66	29.66
	Long	63	28.14
	Fair	46	20.53
	Short	49	21.67
	Extremely short	-	-
	Total	224	100

According to the data obtain from Table 16, (56 percent) of the 224 respondent's revealed that there was long waiting time before being interviewed and after arrival to the interview place, which is also supported by the response obtained from the external recruitment manager. Accordingly the major reason for this was the late arrival of interview committee members who may even not arrive at all at times. In addition to this interview questions were prepared after members gathered and this will take much longer time than expected while interviewees are sitting outside the office tired of waiting for the interview.

The HR policy manual of the organization clearly states that competitors/candidates/ will be told as per when and where they will be notified about successful candidates and reserves at the end of the final selection test. But, the result obtained from the respondents was against the policy manual. This is an indication that some of the points included in the policy manual were not fully practiced.

4.7.6. Reference Checks

With regard to reference checks, opinion from respondents revealed that (97.9 percent) of the respondents are not aware of background check to be undertaken at any stage of the selection process. This shows that ETC didn't utilize reference checking.

So instead of ignoring reference checking information the organization should request a formal letter from the employee's immediate boss of previous employer and make use it in addition to other selection tests. Otherwise it is difficult to afford the cost that result from hiring wrong employee due to lack of information.

In addition to this the organization has no exposure as well as expertise to use assessment centers though it is the best way for applicants to exhibit their various skills and better help to predict the future performance of employees.

4.7.7. Employment Formalities

Selected candidates were sent for medical examination and crime free confirmation to complete other employment formalities.

Medical examination will ensure the ability (both physical and mental) of the selected candidate to perform the specific type of job in question. ETC carries out medical examination in its own clinic and other check ups like x-ray examination contacts other medical centers with whom it has contractual agreements. /ETC HR policy manual nov, 2004/

As the sample study of 274 employees indicates, a (100 percent) positive response was obtained with regard to medical (physical) examination, of which (35.5 percent) said medical examination has a very great role to play in selecting the right person and handling further medical issues of employees. The rest of the employees questioned responded that it has a significant role which can not be denied.

In line with the literature, ETC conducted medical examinations and this examination serve several purposes like prevent the hiring decisions of candidates with serious communicable diseases, physical condition at the time of hire must be known in case of later workers compensation claims and to determine whether the applicant is physically capable of performing the job in question.

In a similar way crime free confirmation from the police department which is undertaken for every new entrant is also an important process to handle. With regard to this (100 percent) of the respondent believed that crime free investigation from the police department is very important. In line with this, the information obtained from the external recruitment and selection department manager revealed that in ETC the crime free investigation result is highly expected to finalize the selected employee placement.

Since, recruitment and selection is costly process the placement of criminal employee result in unnecessary cost for the organization. The problem with regard to this is that the results from the police department arrive to the recruitment office after three to five working days which result in the process of final placement and formality completion to be carried out with out confirmation on crime issues.

Table 17: Clarity and content relevancy of employment forms

Form clarity and content relevancy	Rate	Number of respondents	%
Clarity of the employment form	Very clear	29	11.03
	clear	81	30.79
	Fair	153	58.18
	Vague	-	-
Total		263	100
Content relevancy of the employment form	Relevant	174	66.15
	Moderately relevant	89	33.84
	Totally irrelevant	-	-
Total		263	100

* Those staff who are only interviewed and evaluated based on work experience are not included.

In light of this, the capacity of ETC in attracting qualified personnel was evaluated. Majority of the respondents (69.58 percent) of them argued that the organization was strong in attracting qualified personnel.

Table 18: Attracting qualified manpower

Strength to attract qualified manpower	Number of respondents	% age
Very strong	71	25.91
Strong	121	44.16
Moderately strong	55	20.07
Weak	27	9.86
Total	274	100%

Still a good number of respondents (20.07 percent) indicated that the organization is moderately strong to attract new entrant employees, while (9.86 percent) of them responded that the organization is weak in catching the attention of qualified personnel in the market.

Of those respondents who said the corporation was very strong, strong or moderately strong near two third (64.37 percent) of them believed that the strength of ETC in attracting new employees was its recognition as one of the current best salary payer, while (22.27 percent) and (13.36) credited the strength to attract qualified manpower to the organization good will and selection policy respectively.

Table 19: Reasons for Strength in Attracting Qualified Manpower

Reasons for strength	Number of respondents	% age
Selection policy	33	13.36
The organization Good will	55	22.27
Best salary payer than other government corporations	159	64.37
Total	*247	100%

*Those who said the organization is weak in attracting qualified manpower are excluded from this table.

4.7.10. Impact of Wrong Selection in the Organization Performance

Though the corporation incurs costs as a result of selecting wrong employee, there is no system in the organization to sort out specific costs associated with making such decisions. So, the researcher has tried to gather opinion from managerial and non managerial employees to rank the cost organization incurs in the order of its importance.

Table 20: Summary of Wrong Employee Selection Cost

Cost	Number of respondents	Percentage
De-motivating the rest of the work force	97	35.4
Cost of training transfer	52	18.98
Cost of rehiring	88	32.12
Damage company reputation	37	13.5
Total	274	100

Poor or inappropriate choice can be demoralizing the individual concerned (who finds him or herself in the wrong job) and de-motivating the rest of work force. In light of this as depicted in Table 20, (35.4 percent) and (32.12 percent) of respondents have attached the maximum weight to de-motivation element and cost of rehiring respectively. This shows that when incompetent employee is hired, it is not only affects the job of that particular person but also of others, especially where the job involves sequence of activities where the employee should finish before the next employee acts up on it. In addition wrong employee selection enhanced the organization rehiring cost directly and indirectly reduced the productivity and moral of the existing employees.

Table 21: Probability of Rehiring

Probability of rehire	Number of respondents	% age
Less than 50%	2	5.12
50-75%	8	20.5
75-85%	20	51.28
> 85%	9	23.10
Total	39	100

McMahon (2006) explicates that it is striking to discover that nearly four of five Irish personnel managers recently admitted that they would change half their work force “tomorrow” if they could. In light of this, respondents from managerial positions asked to reflect their opinion as whether they suggest rehiring of current employees knowing their current performance.

Majority of the respondents (51.28 percent) suggested that they will rehire 75-85 percent of their current employees knowing their current performance. This implies that there is a reservation not to rehire 15-25 percent of the employees. On the other hand, (23.1 percent) of the respondents believed to rehire more than 85 percent of the current employees.

The above two figure generally shows that more than 75 percent of the respondents believed that among the current employees 75 percent of them and/or even more rehired.

Table 22: Summary Recruitment and Selection Challenges

Item						Average index	Level of the problem
	1	2	3	4	5		
Cost of recruitment and selection	4.28	26.41	38.2	18.07	14.03	3.10	Less common
Compensation policy of the organization	2.8	18.3	40.2	21.03	17.4	3.31	Less common
Other organization competing for potential applicant	1.4	14.3	58.1	15	11.2	3.20	Less common
Poor HRP	2.1	5.2	21.3	51.1	26.2	4.36	common
Hard to find candidates with specialized skills	4.2	6.8	24.2	58.2	6.6	3.56	common
Slow recruitment and selection process	0.00	5.2	14.24	60.1	20.36	3.95	common
Nature of the labor market	1.4	16.13	38.61	26.8	17.06	3.42	Less common
Lack of developing and choosing valid and reliable selection tool	5.8	18.3	48.16	24.4	3.34	3.01	Less common
Interviewer lack of knowledge	4.62	14.8	30	23.5	28.08	3.59	common

[1.00 ≤ Average index ≤ 1.5 (very uncommon), 1.5 ≤ Average index ≤ 2.50 (uncommon), 2.5 ≤ Average index ≤ 3.5 (less common), 3.5 ≤ Average index < 4.5 (common) and 4.5 ≤ average index ≤ 5 very common].

Respondents argue that, though the degree varies, all the factors identified: cost of recruitment and selection, compensation policy of the organization, other – organization competing for potential applicant and nature of the labor market are act as barriers to effective selection process.

As the average index result in Table 22, reveals, the common problems regarding recruitment and selection practice of the organization were; poor HRP practice, slow recruitment and selection process, interviewer lack of knowledge and hard to find candidates with specialized skills.

By the same token, it is obvious that the loose practice of HRP in the organizations highly affects the other HR functions like recruitment and selection. In addition the slow recruitment and selection process may lead candidates to shift to other organizations need the same types of labor. The other common problem in the studied organization was the interviewer lack of knowledge. In this regard, as the interviewed manager depicted, due to lack of interviewing training the interviewers' knowledge were in question.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Summary

The main purpose of the study was to assess the current practices and challenges of Human Resource Planning recruitment and selection in Ethiopian Telecommunication corporation and consequently to identify the strength and weakness of the practice and to forward possible solution and recommendation. To this effect the survey method was employed and the following basic questions were raised

1. What procedures does ETC follow in the process of HPR, recruitment and employee selection?
2. To what extent are the HRP, recruitment and employee selection activities of ETC accomplish in line with its HR policy and the strategic goal?
3. What are the major challenges that influence HRP, recruitment and selection performance of ETC?

Besides, sample study has been made by taking the head office as specific study area. Of total 386 managerial staff and 2531 non managerial staff 10% of them had selected from each strata for the sample study and the researcher believed that it was representative sample size to conduct reliable research.

Therefore approximately 292 employees were used as a source of data. In addition the training and development deputy manager were interviewed.

The data were gathered through data gathering tools like questionnaire and interview. The collected data were pre-processed using micros of professional windows XP and statistical package for social science (SPSS) for the data analysis. Finally, the data received from the questionnaires were analyzed and interpreted using qualitative simulation by using Microsoft excel, for instance, percentage and average index calculations and demonstrated by charts and graph. Consequently, the major findings of the study were presented below.

1. Conducting sufficient environmental assessment is the primary and critical element of HRP process that plays pivot role in identifying and anticipating problems and opportunities, it was identified that majority of the respondents (73.7 percent) reported that ETC didn't undertake environmental analysis for HRP purpose.
2. Job analysis and skill audit enables HR planners to practice sound HRP functions by providing them relevant information about the job entails and human capital required to perform that job, however, the result of this study shows that (62.3 percent and 66.1 percent) of the respondents believed that ETC didn't considered job analysis and skill audit for HRP purpose.
3. It was found that majority (64 percent) and (73 percent) of the respondents gave their response that ETC didn't undertaken forecasting techniques to estimate its HR demand and supply respectively.
4. The availability of competent HR professional to handle the HRP practice very important, however the finding from the data indicated that (61.4 percent) of the respondents gave their response that ETC didn't possess qualified HR professionals in order to handle effective HRP activity.
5. The finding from the data indicated that ETC posses sound HR policy manual. But, more than half (54.7 percent) of replied that ETC didn't undertake the HRP activity in line with its policy.
6. According to data obtained, majority (83.7 percent) of respondents replied that ETC didn't use HRIS for HRP purpose.
7. The HR policy manual of ETC declares that the number of manpower by the end of any budget year shouldn't at any rate exceed the number at the beginning of the budget year more than 3 percent. It was found that the percentage change in 2007 and 2009 are 11.54 percent and 3.7 percent respectively which are greater than 3 percent and it is not aligned with what described in HR policy.
8. No matter to what extent turnover is low in key organizational positions, planning in place develops leadership further instance performance (Dessle, 2009) in the contrary to this face, the data obtained from the training and development manager revied that due to less employee turnover in higher level posts there was no succession planning practice in ETC.

9. Based on the average index result (4.04) it was found that the objective of HRP in ETC was commonly to respond the manpower requirement of different departments.
10. Besides, the average index results (2.83 percent) and (2.9 percent) shows that HRP objective to place only the proper employees in each job and to develop new manager who replace the existing manager in the future were the least among the less commonly achieved HRP objectives in ETC respectively.
11. In connection to major factors that hinder the practice of HRP, it was found that "Lack of HR specialists", "Lack of evaluating existing skill supply from within the organization" and "Lack of coordination between HRP section, internal placement division and other concerned departments and line managers respectively were among the leading HRP frailer factors in ETC.
12. Regarding the recruitment method, (77.74 percent) of the respondents agreed that advertisement was the leading method of recruitment in ETC. This was also supported through interview with the external placement manager.
13. It was found that majority of the respondents (91,25 percent) give their response that the first mechanism used for gathering information about the applicant was application blank. In line with this the HR policy manual of ETC also clearly articulates the necessity application blank at the time of new applicant registration.
14. With regard to the understandability, content relevancy and clarity of the application form it was found that majority (78 percent) and (75 percent) of the respondents indicated that the form is moderately understood and content wise relevant and ethical respectively.
15. The employment policy manual of ETC clearly states that all new job applicants will be informed about the date and place of the examination following registration, however, it was found that (90.49 percent) of the respondents indicated that they were not told the examination date and place after the registration.
16. It was found that the selection procedure of ETC for first degree graduate and above is only selection interview. Among the respondents, 91 of them were selected through interview only.
17. It was discovered that significant number of respondents (46 percent) and (33 percent) disclosed that the competence of the interviewees were moderate and weak respectively.

18. With regard to the time gap between registration and first test between two tests and between the last test and the final placement cases it was found that more than (50 percent) of the non managerial respondents judge the time gap between different events to be either extremely long or long enough.
19. Reference checking of past employment is difficult at best, no matter how it is difficult reference should still be checked on the off chance that could be learned about the applicant. In light of this, opinion from the respondents revealed that (97.9 percent) of the respondents are not aware of background check to be undertaken at any stage of the selection process in ETC.
20. McMahon (2006) explicates that it is striking to discover that nearly four of five Irish personnel managers recently admitted that they would change half their work force "tomorrow" if they could. In light of this, respondents from managerial positions asked to reflect their opinion as whether they suggest rehiring of current employees knowing their current performance.
21. As the average index result (4.36percent), (3.95 percent) and (3.59percent) reveals, it was found that the common problems regarding recruitment and selection practice of the organization were; poor HRP practice, slow recruitment and selection process, interviewer lack of knowledge and hard to find candidates with specialized skills respectively.

5.2. Conclusions

The following conclusions can be drawn from the findings of the study. Obviously, Organizations those are dynamic in nature like ETC requires careful HRP, recruitment and selection practice in systematic and appropriate manner in line with changing telecom technology.

- However, the finding shows that the environmental scanning conducted by ETC have not been done in scientific and appropriate manner. The practice was done based on subjective data without true and adequate environmental scanning practice. This may hinder HR planners to identify and anticipate problems and opportunities which, in turn, enable them to cope up with the ever changing environments by turning threats into opportunities. They may also inhibit to looking forward the general economic cycle, the

HRM practices of other employers, the work force diversity and organizational structure in HRP process.

- As it has been found out in the study HR forecasting techniques of ETC was relied on subjective judgment and intuition rather than application of scientific techniques like systematic techniques, managerial judgment, combining systematic and subjective techniques, and working back from cost and statistical tools like time series or ratio analysis, work study and productivity trend analysis. This poor forecasting technique experienced by ETC may be the reason that the organization unable to achieve effective HRP process.
- Like forecasting techniques, there was absence of HRIS in HRP process. Meaning that for above 12,800 employees, the HRP activities including forecasting techniques, maintaining employees' profile, data analysis and others are undertaken manually. This may be hinder the efficiency of HRP process of ETC and increase wastage of time and other resources.
- It was discovered that the accuracy of action plan in HRP process is by any means relied on the appropriateness of HR forecasting techniques. Since HR planners set action plans based on the estimated HR availability and requirements. However, the less accuracy of HR forecasting methods of ETC further affects its action plans. This may be a cause that hinders the effectiveness of HRP in ETC.
- If HRP is to be effective and impactful it must be handled by trained and competent manpower. To this effect, data indicated that there were no competent HR professional who handle this critical HRM function in ETC. So it can be concluded that this situation may reduced the success of the HRP process unless solved.
- According to the finding, ETC's HRP policy highly promotes the application of succession planning/development of managers who replace the existing manager/. However, it has not put into practice. This may be a cause that hinders the development of managers who replace the existing managers.
- Effective HRP objectives like giving an organization a broad forward-looking insight into not just the number of employees, but the type, skills, and attributes of the people that will be needed in the future, revealing what training and development activities need to be

- In order to make appropriate decisions and to take proper plan of actions in ahead of time, the HR forecasting process in ETC has to be based on accurate information and needs to be calculated systematically. The HR planners could use the result of scanned environment and job analysis as an input in order to enhance the accuracy of the result of HR forecasting system. Thus, such information based on systematically estimated HR forecasting process enables ETC to be proactive regarding HRP.
- In order to prepare managers who replace the existing managers whenever necessary, succession planning needs to be put into practice. In doing so, ETC will also enable to develop and maintain competent human resources that are able to handle their responsibilities whenever they are assigned in managerial positions
- HRP objective to fulfill the manpower requirement of different departments were commonly practiced in ETC. The other objectives were less commonly practiced. Therefore, other effective HRP objectives like giving an organization a broad forward-looking insight into not just the number of employees, but the type, skills, and attributes of the people that will be needed in the future, revealing what training and development activities need to be undertaken to ensure that existing employees and new recruits possess the required skills at the right time, cost reduction by aiming to work out in advance how organizational operations can be staffed most efficiently, and planning of accommodations, such as future need for office space, car parking, and other workplace facilities needs to be considered according to the demand of the organization. This may enhance the cost effectiveness of the organization over the long term by forecasting the future properly.
- There are a number of factors that hinder HRP practice. As a result, "lack of HR specialist, "Lack of evaluating existing skill supply from within the organization and "Lack of coordination between HRP section, internal placement division and other concerned departments and line managers respectively were among the causes and limitation that lead failure towards HRP practice of ETC. Therefore, the HRP practice of ETC need to be related with the quality, motivation and commitment of its HR members and inter departmental integration of people with corporate strategies, values, culture and structure so as to reduced wastage of time and other resources.

- The corporation attracting a pool of candidates mainly through advertisement and college recruiting methods. Other than the recruitment methods that are currently being used, It is recommendable to acquire professionals through professional associations where best people with known caliber could be identified.
- As it has been found out in the study the application form of the corporation was moderately understood. Therefore, adjustments need to be made on the application form /blank/ to match recent development and to elicit basic and necessary information from employees.
- It was known that the interviewer's inability to understand interviewee's accurately is the most fundamental barrier to select the right candidates. Therefore, a careful selection and training of interviewer has been highly recommended to avoid the cost and bad consequence of wrong selection
- Time taken by the selection process need to be minimized to the most possible level so that candidates would not be frustrated and shift their attention to other places.
- Reference checking of past employment ought to be made for the benefits of the corporation. Because through reference checking the cost of hiring wrong employee due to lack of information is reduced.

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Appendix I
Addis Ababa University
School of Graduate Study
College of Education and Behavioral Study
Department of Educational Planning and Management
Questionnaires to be filled by Non Managerial Employees

Dear Respondents,

This questionnaire is designed to collect information on human resource planning, employee recruitment and selection practice of your organization. Since the questionnaire is for research purpose, your genuine responses have great importance for the successful completion of the study. Hence your short, precise and honest response is highly appreciated.

Thank you in advance for your cooperation!

General Direction:

- It is not necessary to write your name in the questionnaire.
- Please select your best choice for questions requiring optional response by putting a mark on each of the box provided and indicate your opinion by making a “✓” for questions with rating scale (choice).
- For questions that require opinions, please write your answer in brief.

N.B: Rating Scale (Strongly Agree = 5, Agree = 4, Undecided = 3, Disagree = 2, Strongly Disagree = 1)

I. Personal Information.

1. Sex:

Male

Female

2. Age

19-25

26-35

36-50

51-60

3. Educational level:

12th grade complete or below

Diploma (10+3)

Certificate/TVT (10+2)

1st degree (BA/Bsc)

2nd degree (MA/Msc)

PhD

II. Information Related to Human Resource Planning.

4. Does ETC assess environmental factors in human resource planning process?
 Yes No
5. If your answer for question #4 is yes, which factors or variables are considered by the corporation in the human resource planning process?
 Internal labor market Corporate capability
 External labor market Corporate strategy
6. Please indicate your level of agreement or disagreement with regard to human resource planning practice of your organization by using the rating scale provided.

Strongly Agree = 5, Agree = 4, Undecided = 3, Disagree = 2, Strongly Disagree = 1

No.	Question item	Rating Scale				
		5	4	3	2	1
6.1	ETC utilizes job analysis for human resource planning purpose.					
6.2	ETC utilize skill audit for human resource planning purpose.					
6.3	The corporation uses human resource supply analysis for human resource planning purpose.					
6.4	ETC uses human resource demand analysis for human resource planning purpose.					
6.5	ETC posses qualified human resource professionals who handle human resource activities.					
6.6	The corporation possess sound human resource policy					
6.7	The corporation actual planning practice aligned with the policy.					
6.8	ETC utilizes human resource information system in the process of human resource planning.					

7. What are the major objectives of human resource planning in your organization? Please indicate your level of agreement or disagreement the rating scale provided

Strongly Agree = 5, Agree = 4, Undecided = 3, Disagree = 2, Strongly Disagree = 1

No.	Question item	Rating Scale				
		5	4	3	2	1
7.1	To fully assess different alternative of manpower sources so as to secure the optimum qualification for the specific job					
7.2	To avoid redundancies and surplus					
7.3	To develop new managers who replace the existing manager in the future					
7.4	To respond departments man power requirement					
7.5	To plan proportional accommodations, such as future needs of office space and other work place					
7.6	To assign the number of employees with the requisite of the corporation through placing only the proper employees in each job.					

8. What are the major challenges that cause leading towards failure in human resource planning practices ETC? Please indicate your level of agreement or disagreement by using the rating scale provided

Strongly Agree = 5, Agree = 4, Undecided = 3, Disagree = 2, Strongly Disagree = 1

No.	Question item	Rating Scale				
		5	4	3	2	1
8.1	Lack of human resource specialists.					
8.2	Lack of evaluating existing skill supply from within the organization					
8.3	Lack of management support					
8.4	Resistant to change in new HR tools and technique					
8.5	Lack of employer and employee commitment towards HR practice					
8.6	Varying business environment					
8.7	Technological development and change					
8.8	Lack of external labor information					
8.9	Political influence					
8.10	Lack of coordination between HR planning section, internal placement division and other departments					

III. Information Related to Recruitment and Selection

9. How do you get recruited?
- Through advertisement
 - Through educational institution /collage recruitment/
 - Through transfer from other organization
 - Through recruiting job seekers who arrive at personnel department in search of a job /walk-ins/
 - Through recruiting job seekers who send written inquires for the personnel department /write-ins/
 - Recruiting through professional associations
 - Others, (please specify) _____
10. If your answer for Q # 9 through advertisement, from which medium did you obtain the information about the open Job position?
- News paper
 - Notice board
 - Television advertisement
 - Radio
 - Website
11. What was the first mechanism you used to provide information to your organization?
- Curriculum vitae
 - Preliminary interview
 - Application form/Registration form/.
 - Both curriculum vitae and application form
12. If your answer for Q #11 is through application form, how do you define the understandability of it?
- Very easily understandable
 - Easily understandable
 - Moderately understandable
 - Understand with assistance
 - Not clear at all
13. If you provided information through application blank, how do you evaluate the content relevance to the job position?
- Highly relevant
 - Moderately relevant
 - Less relevant
14. What was the selection criterion when you hired in this organization?
- Interview
 - Interview & written test
 - Interview & practical test
 - Interview & work experience

15. How do you judge competency of interviewer/s/?
 Highly competent Competent
 Moderately competent Weak
16. How do you judge the time gap between registration and the first test you take?
 Extremely long Long Fair
 Short Extremely Short
17. How do you judge the waiting time before being interviewed but after arrival to the interview place?
 Extremely long Long Fair
 Short Extremely Short
18. How do you judge the time spent during the interview?
 Extremely long Long Fair
 Short Extremely Short
19. How do you judge the time gap between each test you take?
 Extremely long Long Fair
 Short Extremely Short
20. How do you judge the time gap between the last test and final call for placement?
 Extremely long Long Fair
 Short Extremely Short
21. Do you have the knowledge that background checks and reference checks/ from your previous employer/ are carried out during or after selection by ETC?
 Yes No
22. To what extent do you think the physical and mental ability and healthiness checkup important in selecting the right person for a position?
 Very important Moderately important
 Less important Not important at all
23. To what extent do you think the crime free examination report from the police department important in selecting the right person for a position?
 Very important Moderately important
 Less important Not important at all

24. How do you rate the content of the employment forms of the corporation?
- Relevant Moderately relevant
 Totally irrelevant
25. How do you rate the clarity of the information required by the employment forms?
- Very clear Clear
 Fair Vague
26. How do judge the capacity of ETC in attracting qualified personnel?
- Very strong Strong
 Moderately strong Weak
27. What was the reason for ETC's strength in attracting qualified personnel?
- Selection policy The organization Good will
 By its best salary
28. What do you think the Impact of Wrong Selection in the Organization Performance?
- De-motivating the rest of the work-force
 Cost of rehiring
 Cost of training transfer
 Damage company reputation
29. Knowing what you know about your colleagues, abilities, how many of them would you suggest to be rehired in your organization?
- Less than 50% 50% - 75%
 75% - 85% More than 85%

30. What are the major challenges that cause leading towards failure in human resource recruitment and selection practices of ETC? Please indicate your level of agreement or disagreement by using the rating scale provided.

Strongly Agree = 5, Agree = 4, Undecided = 3, Disagree = 2, Strongly Disagree = 1

No.	Question item	Rating Scale				
		5	4	3	2	1
30.1	Cost of recruitment and selection					
30.2	Compensation policy of the organization					
30.3	Other organization competing for potential applicant					
30.4	Poor human resource planning					
30.5	Hard to find candidates with specialized skills					
30.6	Slow recruitment and selection process					
30.7	Nature of the labor market					
30.8	Lack of developing and choosing valid and reliable selection tool					
30.9	Interviewer lack of knowledge					

31. Do you have anything to add which is not discussed with regard to recruitment and selection?

Appendix II
Addis Ababa University
School of Graduate Study
College of Education and Behavioral Study
Department of Educational Planning and Management

Questionnaires to be filled by Managerial Employees

Dear Respondents,

This questionnaire is designed to collect information on human resource planning, employee recruitment and selection practice of your organization. Since the questionnaire is for research purpose, your genuine responses have great importance for the successful completion of the study. Hence your short, precise and honest response is highly appreciated.

Thank you in advance for your cooperation!

General Direction:

- It is not necessary to write your name in the questionnaire.
- Please select your best choice for questions requiring optional response by putting a mark on each of the box provided and indicate your opinion by making a “✓” for questions with rating scale (choice).
- For questions that require opinions, please write your answer in brief.

N.B: Rating Scale (Strongly Agree = 5, Agree = 4, Undecided = 3, Disagree = 2, Strongly Disagree = 1)

I. Personal Information.

1. Sex:

Male

Female

2. Age

19-25

26-35

36-50

51-60

3. Educational level:

12th grade complete or below

Diploma (10+3)

Certificate/TVT (10+2)

1st degree (BA/Bsc)

2nd degree (MA/Msc)

PhD

II. Information Related to Human Resource Planning.

4. Does ETC assess environmental factors in human resource planning process?

Yes

No

5. If your answer for question #4 is yes, which factors or variables are considered by the corporation in the human resource planning process?

Internal labor market

Corporate capability

External labor market

Corporate strategy

6. Please indicate your level of agreement or disagreement with regard to human resource planning practice of your organization by using the rating scale provided.

Strongly Agree = 5, Agree = 4, Undecided = 3, Disagree = 2, Strongly Disagree = 1

No.	Question item	Rating Scale				
		5	4	3	2	1
6.1	ETC utilizes job analysis for human resource planning purpose.					
6.2	ETC utilize skill audit for human resource planning purpose.					
6.3	The corporation uses human resource supply analysis for human resource planning purpose.					
6.4	ETC uses human resource demand analysis for human resource planning purpose.					
6.5	ETC posses qualified human resource professionals who handle human resource activities.					
6.6	The corporation possess sound human resource policy					
6.7	The corporation actual planning practice aligned with the policy.					
6.8	ETC utilizes human resource information system in the process of human resource planning.					

7. What are the major objectives of human resource planning in your organization? Please indicate your level of agreement or disagreement the rating scale provided

Strongly Agree = 5, Agree = 4, Undecided = 3, Disagree = 2, Strongly Disagree = 1

No.	Question item	Rating Scale				
		5	4	3	2	1
7.1	To fully assess different alternative of manpower sources so as to secure the optimum qualification for the specific job					
7.2	To avoid redundancies and surplus					
7.3	To develop new managers who replace the existing manager in the future					
7.4	To respond departments man power requirement					
7.5	To plan proportional accommodations, such as future needs of office space and other work place					
7.6	To assign the number of employees with the requisite of the corporation through placing only the proper employees in each job.					

8. What are the major challenges that cause leading towards failure in human resource planning practices ETC? Please indicate your level of agreement or disagreement by using the rating scale provided

Strongly Agree = 5, Agree = 4, Undecided = 3, Disagree = 2, Strongly Disagree = 1

No.	Question item	Rating Scale				
		5	4	3	2	1
8.1	Lack of human resource specialists.					
8.2	Lack of evaluating existing skill supply from within the organization					
8.3	Lack of management support					
8.4	Resistant to change in new HR tools and technique					
8.5	Lack of employer and employee commitment towards HR practice					
8.6	Varying business environment					
8.7	Technological development and change					
8.8	Lack of external labor information					
8.9	Political influence					
8.10	Lack of coordination between HR planning section, internal placement division and other departments					

III. Information Related to Recruitment and Selection.

9. Which method of recruitment do you apply in your organization?
- Advertisement
 - Educational institution /College recruiting
 - Transfer from other organization
 - By recruiting job seekers who arrive at personnel department in search of a job /walk-ins/
 - By recruiting job seekers who send written inquires for the personnel department /write-ins/
 - Recruiting through professional associations
10. If you answer for Q. # 9 is advertisement, which media do you use? (make any applicable)
- News papers
 - Notice boards
 - Television
 - Radio
 - Website
11. What was the first means you used to collect information about applications?
- Curriculum vitae (CV)
 - Preliminary interview
 - Application form/registration form/.
 - Both curriculum vitae and application form
- Others, (please specify) _____.
12. If you answer for Q #11 is application form, how do you define the understandability of it?
- Very easily understandable
 - Easily Understandable
 - Moderately understandable
 - Not clear at all
13. If you answer for Q # 11 is application form, to what extent is the content of application form /registration form/ relevant to the job position?
- Highly relevant
 - Moderately relevant
 - Less relevant

14. What was the selection criterion when you hired in this organization?
- Interview
 - Interview and written test
 - Interview and Practical test
 - Interview and work experience
15. Do you have the knowledge that background checks and reference checks/ from your previous employer/ are carried out during or after selection by ETC?
- Yes
 - No
16. How do you judge the competency of interviewer(s)?
- Highly competent
 - Competent
 - Moderately competent
 - Weak
17. To what extent is the medical examination/physical and mental ability and healthiness checking/ important in selecting the right person for the position?
- Very important
 - Moderately important
 - Less important
 - Not important
18. To what extent crime free investigation from the police department necessary for the recruitment and selection purposes?
- Very important
 - Moderately important
 - Less important
 - Not important at all
19. How do you rate the content of the employment forms of the corporation?
- Relevant
 - Moderately relevant
 - Totally irrelevant
20. How do you rate the clarity of the information required by the employment forms?
- Very clear
 - Clear
 - Fair
 - Vague
21. How do judge the capacity of ETC in attracting qualified personnel?
- Very strong
 - Strong
 - Moderately strong
 - Weak
22. What was the reason for ETCs strength in attracting qualified personnel?
- Selection policy
 - The organization Good will
 - By its best salary

23. What do you think the Impact of Wrong Selection in the Organization Performance?

- De-motivating the rest of the work-force
- Cost of rehiring
- Cost of training transfer
- Damage company reputation

24. What are the major challenges that cause leading towards failure in human resource recruitment and selection practices of ETC? Please indicate your level of agreement or disagreement by using the rating scale provided.

Strongly Agree = 5, Agree = 4, Undecided = 3, Disagree = 2, Strongly Disagree = 1

No.	Question item	Rating Scale				
		5	4	3	2	1
24.1	Cost of recruitment and selection					
24.2	Compensation policy of the organization					
24.3	Other organization competing for potential applicant					
24.4	Poor human resource planning					
24.5	Hard to find candidates with specialized skills					
24.6	Slow recruitment and selection process					
24.7	Unstable nature of the labor market					
24.8	Lack of developing and choosing valid and reliable selection tool					
24.9	Interviewer lack of knowledge					

25. Do you have anything to add which is not discussed with regard to recruitment and selection?

Appendix III

በአዲስ አበባ ዩኒቨርሲቲ

የድህረ ምረቃ ት/ቤት

የሥነ ትምህርት እና ፀባይ ኮሌጅ

የትምህርት ፕላን እና ሥራ አመራር ትምህርት ክፍል

የሰው ኃይል ሐብት እና ተቋማዊ ልማት ትምህርት ዘርፍ

በአመራር ሥራ ላይ በማይገኙ የድርጅቱ ሠራተኞች የሚሞላ መጠይቅ።

ውድ መላሾች

ይህ መጠይቅ የተዘጋጀው በእናንተ ድርጅት ውስጥ የሰው ኃይል ሀብት ዕቅድ፣ የአዳዲስ ሰራተኞች ምልመላ እና ቅጥርን በተመለከተ መረጃ ለመሰብሰብ ነው። መጠይቁ የተዘጋጀው ለጥናት በመሆኑ የመላሾች ትክክለኛ መልስ ከፍተኛ ጥቅም አለው። ጥናቱን በስኬት ለማጠናቀቅ አጭር፣ ምጥን እና ትክክለኛ መላሽ እንደተሰጡኝ በትህትና እጠይቃለሁ።

ውድ ጊዜያችሁን ሰውታችሁ ይህንን መጠይቅ ለመሙላት ስለተባባራችሁኝ በቅድሚያ አመሰግናለሁ።

አጠቃላይ መመሪያ

- በመጠይቁ ላይ ስም መጻፍ አያስፈልግም
- የእርሶን ትክክለኛ ምርጫ ለማሳየት እባክዎን ለተቀመጡት ጥያቄዎች የ ምልክት በእያንዳንዱ ሳጥን ውስጥ ያስቀምጡ
- የእርሶዎን የስምምነት ወይም ያለመስማማትዎን መጠን ለሚጠይቁ መለኪያዎች እባክዎን የ “✓” ምልክት በቁጥሮቹ ትክክል ያስቀምጡ

ማስታወሻ: ዋጋ መስጫ መጠን (በጣም እስማማለሁ = 5, እስማማለሁ = 4, ለመወሰን ያስቸግራል = 3, አልስማማም = 2, በጣም አልስማማም = 1)

I. የግል መረጃ

1. ያታ:

ወንድ

ሴት

2. እድሜ:

19-25

26-35

36-50

51-60

3. የትምህርት ደረጃ

- 12ተኛ ክፍል ያጠናቀቀ/ቀች
- ስርተፊኬት/ቲ.ቪ.ቲ (10+2)
- ዲፕሎማ (10+3)
- የመጀመሪያ ዲግሪ (ቢ.ኤ/ቢ.ኤስ.ሲ.)
- ሁለተኛ ዲግሪ (ኤም.ኤ/ኤም.ኤስ.ሲ.)
- ፒ ኤች ዲ.

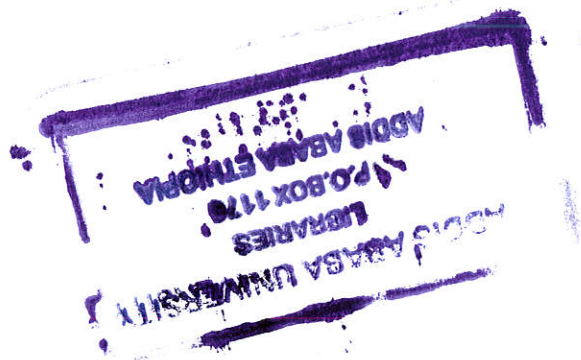
II. የሰው ኃይል ሀብት እቅድን የተመለከቱ መረጃዎች

4. ድርጅቱ የሰው ኃይል ዕቅድን ከማቀዱ በፊት አካባቢያዊ የዳሰሳ ጥናት ያካሂዳል

- አዎን
- የለም

5. ለጥያቄ ተራ ቁጥር 4. መልስዎ አዎን ከሆነ ድርጅቱ የትኞቹን የአካባቢ ሁኔታዎች ከግምት በማስገባት የሰው ኃይል ዕቅዱን ያቅዳል?

- ውስጣዊ የሰው ኃይል ሀብት የገቢያ ሁኔታን በማገናዘብ
- ውጫዊ የሰው ኃይል ሀብት የገቢያ ሁኔታን በማገናዘብ
- የድርጅቱን አቅም በማገናዘብ
- የመሥሪያ ቤቱን አጠቃላይ ዕቅድ /corporate strategy/ በማገናዘብ



6. እባክዎን በድርጅትዎ ውስጥ ስለሚካሄደው የሰው ኃይል ሀብት ዕቅድ ትግበራ የመስማማትዎን ወይም ያለመስማማትዎን ደረጃ በተጠቀሱት የዋጋ መስጫዎች መሰረት ይሙሉ

(በጣም እስማማለሁ = 5, እስማማለሁ = 4, ለመወሰን ያስቸግራል = 3, አልስማማም = 2, በጣም አልስማማም = 1)

ቁ.	ጥያቄ	የዋጋ መጠን				
		1	2	3	4	5
6.1	ድርጅቱ የሰው ኃይል ሀብት ዕቅድ ሲያቅድ የሥራ ትንተና (job analysis) ይጠቀማል።					
6.2	ድርጅቱ የሰው ኃይል ሀብት ዕቅድ ሲያቅድ የሰራተኞችን የስራ ክህሎት ምርመራ (skill audit) ይጠቀማል።					
6.3	ኮርፖሬሽኑ የሰው ኃይል ሀብት ዕቅድ ሲያቅድ የሰው ኃይል አቅርቦት ትንተናን ይጠቀማል።					
6.4	ድርጅቱ የሰው ኃይል ሀብት ዕቅድ ሲያቅድ የሰው ኃይል አቅርቦት ትንተናን ይጠቀማል።					
6.5	ድርጅቱ የሰው ኃይል ሀብት ስራን በብቃት ሊያከናውኑ የሚችሉ ሰራተኞች አሉት።					
6.6	መስሪያ ቤቱ የሚመራበት ጥሩ የሚባል የሰው ኃይል ሀብት እቅድ ደንብና መመሪያ አለው።					
6.7	የመስሪያ ቤቱ የሰው ኃይል ሀብት እቅድ ትግበራ የሰው ኃይል መመሪያ ከሚያዘው ጋር ተዛማጅነት ያለው ነው።					
6.8	የድርጅቱ የሰው ኃይል ሀብት ዕቅድ ሂደት የድርጅቱን የሰው ኃይል የመረጃ መረብ በመጠቀም የሚተገበር ነው።					

7. የድርጅቱ የሰው ኃብት ዕቅድ ዋና ዋና ዓላማዎች ምንድን ናቸው? እባክዎን የመስማማትዎን ወይም ያለመስማማትዎን በተቀመጠው የዋጋ መጠን መሰረት ይሙሉ (በጣም እስማማለሁ = 5, እስማማለሁ = 4, ለመወሰን ያስቸግራል = 3, አልስማማም = 2, በጣም አልስማማም = 1)

ቁጥር	ጥያቄ	የዋጋ መጠን				
		1	2	3	4	5
7.1	የተሻለ ብቃት ያለው የሰው ኃይል ሐብት ለእያንዳንዱ የሥራ ቦታ ለማሟላት አማራጮችን በሙሉ ለመጠቀም ይዘጋጃል።					
7.2	አላስፈላጊ እና የተደጋገመ የሰው ኃይልን ለመቀነስ /ለማጥፋት/ የሚዘጋጅ ነው።					
7.3	ለወደፊት የሚሆኑ ተተኪ አስተዳደር አካላትን ማፍራት ይዘጋጃል።					
7.4	የተለያዩ የሥራ ክፍሎችን የሰው ኃይል ሐብት ጥያቄ ለማሟላት የሚዘጋጅ ነው።					
7.5	የድርጅቱ የሰው ኃይል ሐብት ዕቅድ ለወደፊት የሚያስፈልጉ ቢሮዎችን የቢሮ ውስጥ መገልገያዎችን እና የሰራተኞች የመኪና ማቆሚያ ስፋራዎችን ለማቀድ ይዘጋጃል።					

8. ለድርጅቱ የሰው ኃይል ሀብት ዕቅድ እንቅስቃሴ ውድቀት (እንቅፋት) የሚሆን/ኑ/ ምክንያት/ቶች/ ምንድን ነው/ናቸው/ ብለው ያምናሉ? እባክዎን የመስማማትዎን ወይም ያለመስማማትዎን በተቀመጠው የዋጋ መጠን መሠረት ይሙሉ

(በጣም እስማማለሁ = 5, እስማማለሁ = 4, ለመወሰን ያስቸግራል = 3, አልስማማም = 2, በጣም አልስማማም = 1)

ቁጥር	ጥያቄ	የዋጋ መጠን				
		1	2	3	4	5
8.1	የሰው ኃይል ስራዎችን የሚሰራ የባለሙያ እጥረት።					
8.2	በድርጅቱ የሚገኘውን ክህሎት ያለው የሰው ኃይል አቅርቦት ያለመመዘን።					
8.3	ለሰው ኃይል ሀብት ዕቅድ የሚውሉ አዳዲስ ዘዴዎችን ለመቀበል ዝግጁነት ማነስ።					
8.4	የሰው ኃይል ዕቅድን ሥራዎች በተመለከተ የአሰሪዎች እና የሰራተኞች ቁርጠኝነት መጓደል።					
8.5	የሰው ኃይል ሀብትን በተመለከተ ተለዋዋጭ የገበያ ሁኔታ መኖር።					
8.6	የቴክኖሎጂ እድገት እና ለውጥ።					
8.7	ስለውጫዊ የሰው ኃይል የገበያ ሁኔታዎች የመረጃ እጥረት።					
8.8	የፖለቲካ ተፅዕኖ።					
8.9	የድርጅቱ የሰው ኃይል ሀብት እቅድ ክፍል፣ የውስጥ ምደባ ክፍል እና ሌሎች ክፍሎች በቅንጅት የመስራት ችግር።					

III. ከአዳዲስ ሰራተኞች ምልመላ፣ ምርጫ እና ቅጥር ጋር ተያያዥነት ያላቸው መጠይቆች

9. አሁን እየሰሩ የሚገኙትን ሥራ ቦታ ለመቀጠር በድርጅቱ ክፍት የሥራ ቦታ መኖሩን መረጃ ያገኙበት መንገድ የትኛው ነበር?

- በማስታወቂያ
- በትምህርታዊ ተቋም በኩል በተደረገ ምልመላ (through college recruitment)
- በድርጅቱ የሥራተኞች ቅጥር ክፍል በግንባር ቀርበው ሥራ አስፈላጊ መሆንን ሳይመለከቱት መሠረት (walk-ins)
- ዝርዝር የሥራ ልምዶችን እና የትምህርት ደረጃዎን ጠቅሰው በላኩት ቅፅ (CV) መሠረት (write-ins)
- ከሌላ ድርጅት ተዘዋውረው
- በሙያ ማህበሮች በኩል

10. ለጥያቄ ቁጥር 9 መልስዎት በማስታወቂያ ከሆነ መረጃውን ያገኙት ከየትኛው የማስታወቂያ መንገድ ነበር?

- ከጋዜጣ
- ከቴሌቪዥን
- ከድርጅቱ ዌብሳይት
- ማስታወቂያ ሰሌዳ ላይ ከተለጠፈ ማስታወቂያ
- ከሬዲዮ

11. አሁን እየሰሩበት ላለው ድርጅት የቅጥር ጥያቄ ሲያቀርቡ የተጠቀሙበት መረጃ ማቅረቢያ መንገድ የትኛውን ነበር?

- የትምህርት ደረጃዎን፣ የሥራ ልምዶችን እና ሌሎች መረጃዎችን በያዘ ቅፅ (CV)
- በድርጅቱ በቀረበሎት ክፍት የሥራ ቦታ ማመልከቻ ቅፅ
- ድርጅቱ ባቀረበሎት የቅጥር ማመልከቻ ቅፅን በመሙላት ከሲቪል ጋር በማቅረብ
- በድርጅቱ በቀረበሎት ቅድመ ቃለመጠይቅ (pre selection interview)

12. ለተራ ቁጥር 11 መልስዎት በድርጅቱ በቀረበ የቅጥር ማመልከቻ ቅፅ ከሆነ ቅፁ ምን ያህል ግልፅ ነበር ብለው ያምናሉ?

- በጣም በቀላሉ ያስረዳል
- በቀላሉ ያስረዳል
- በመጠኑ ያስረዳል
- በዕርዳታ ያስረዳል
- በፍፁም አያስረዳም

13. መረጃ የሰጡት በድርጅቱ ክፍት የሥራ ቦታ የቅጥር ማመልከቻ ቅፅ ከሆነ የቅፁ ጠቅላላ ይዘት ሥለ ሥራ መደቡ የሚሰጠውን መረጃ ጠቀሜታ እንዴት ይገመግሙታል?

- በጣም ጠቃሚ
- በመጠኑ ጠቃሚ
- በትንሹ ጠቃሚ

14. በድርጅቱ ሲቀጠሩ የወሰዱት/የወሰዱዎቸው የመግቢያ ፈተና/ፈተናዎች/ የትኛው/የትኞቹ/ ነበር/ነበሩ

- ቃለ መጠይቅ
- ቃለመጠየቅ እና የተግባር ፈተና
- ቃለመጠየቅ እና የፅሁፍ ፈተና
- ቃለመጠየቅ እና የሥራ ልምድ ማስረጃዎች

15. የቃለመጠየቅ አቅራቢዎቹን ችሎታ እንዴት ይገመግሙታል?

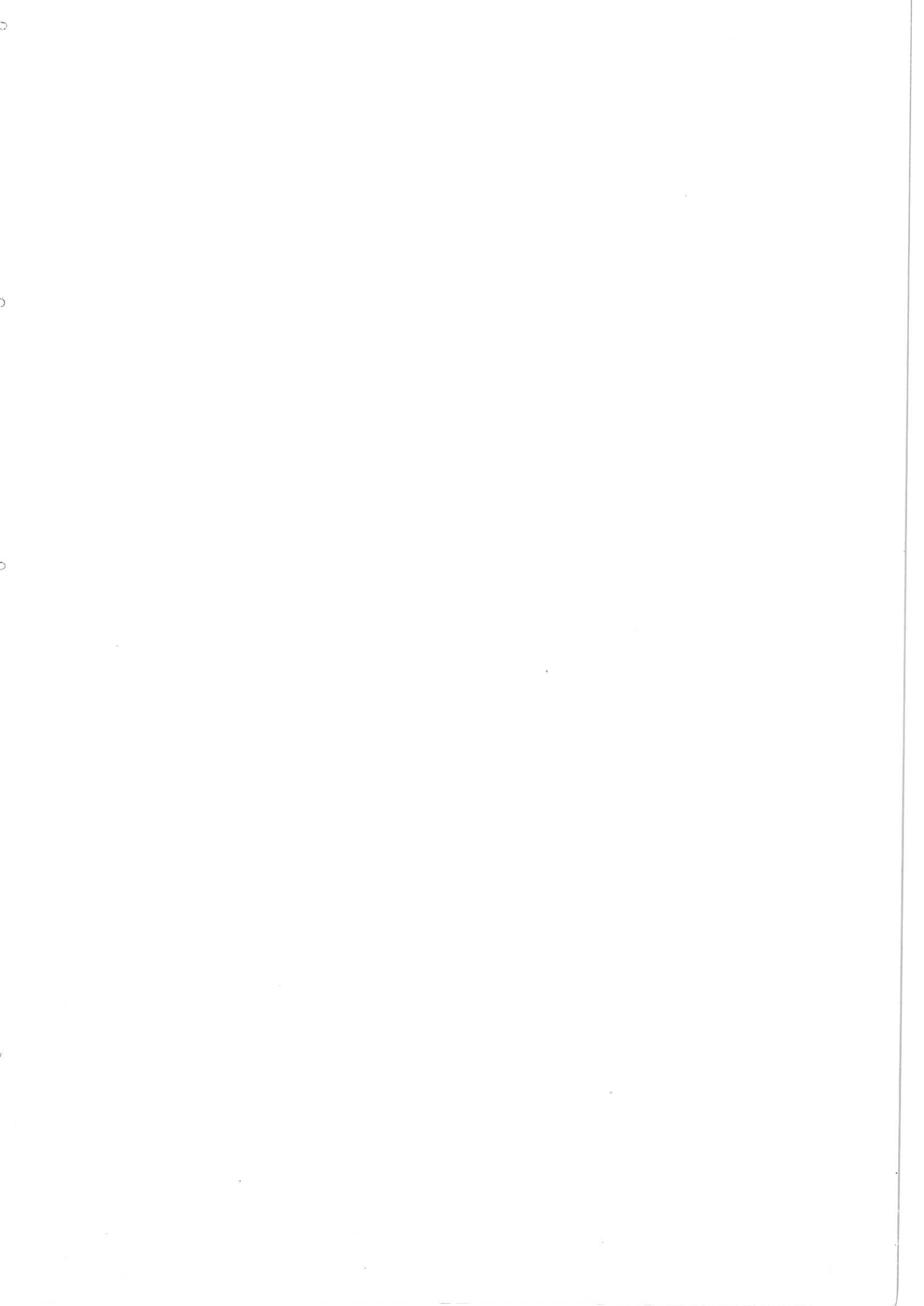
- በጣም ችሎታ ያላቸው ነበሩ
- ችሎታ ያላቸው ነበሩ
- በመጠኑ ችሎታ ያላቸው ነበሩ
- እንደውም ችሎታ የሌላቸው ነበሩ

16. ለክፍት የሥራ መደቡ ባመለከቱበት እና የመጀመሪያውን ፈተና በወሰዱበት መካከል የነበረውን የጊዜ ርዝመት እንዴት ይገመግሙታል?

- እጅግ በጣም ረጅም ጊዜ ነበር
- ረጅም ጊዜ ነበር
- በመጠኑ ረጅም ጊዜ ነበር
- አጭር ጊዜ ነበር
- እጅግ በጣም አጭር ጊዜ ነበር

17. ለቃለመጠየቅ ከመቅረብ በፊት ነገር ግን ቃለመጠየቅ ለማድረግ ፅ/ቤቱ ከደረሱ በኋላ የቆዩትን ጊዜ እንዴት ይገመግሙታል?

- እጅግ በጣም ረጅም ሰዓት
- ረጅም ሰዓት
- በመጠኑ ረጅም ሰዓት
- አጭር ሰዓት
- እጅግ በጣም አጭር ሰዓት



18. የቃላት መጠይቅ ፈተና ወስደው የነበረ ከሆነ በፈተናው ወቅት የወሰዱትን የጊዜ ርዝመት እንዴት ይገመግሙታል?

- እጅግ በጣም ረጅም
- ረጅም
- በመጠኑ ረጅም
- አጭር
- እጅግ በጣም አጭር

19. በእያንዳንዱ ፈተና መካከል ያለውን የጊዜ ክፍተት እንዴት ያዩታል?

- እጅግ በጣም ረጅም ረጅም
- በመጠኑ ረጅም አጭር
- እጅግ በጣም አጭር

20. የመጨረሻውን ፈተና የወሰዱበትን ጊዜ እና ለቅጥር በተጠሩበት ጊዜ የነበረውን የጊዜ ክፍተት እንዴት ያዩታል?

- እጅግ በጣም ረጅም ጊዜ ወስዶ ነበር
- ረጅም ጊዜ ወስዶ ነበር
- በመጠኑ ረጅም ጊዜ ወስዶ ነበር
- አጭር ጊዜ ወስዶ ነበር
- እጅግ በጣም አጭር ጊዜ ወስዶ ነበር

21. ከቀድሞ አሰሪዎችዎ የኋላ ታሪክ ማረጋገጫ እና ለማጣቀሻ (Reference) ካቀረቧቸው ሰዎች የሚወሰድ መረጃን ድርጅቱ ሰራተኞችን ለመምረጥ በግብአትነት እንደሚጠቀምበት ያውቁ ነበር?

- አዎን የለም

22. ከቅጥር በፊት ያከናወኑት አካላዊ እና አዕምሮአዊ የጤና ምርመራ ውጤት ለእርሶዎ መመሪያ ምን ያህል ጠቃሚ ነበር ብለው ያምናሉ?

- በጣም ጠቃሚ ነበር
- በመጠኑ ጠቃሚ ነበር
- በትንሹ የሚጠቅም ነበር
- ምንም የማይጠቅም ነበር

23. መጀመሪያ ሲቀጠሩ ከፖሊስ የሥራ ክፍል ከወንጀል ነፃ የአሻራ ምርመራ ውጤትዎ ለመመረጥዎ ጠቀሜታው ምን ያህል ነበር ብለው ያምናሉ?

- በጣም ጠቃሚ ነበር
- በመጠኑ ጠቃሚ ነበር
- በትንሹ ጠቃሚ ነበር
- ጊዜ የማጥፋት ነበር

24. የኮርፖሬሽኑን የሥራ ቅጥር ቅፅ /Employment form/ ይዘት እና ጠቀሜታ እንዴት ይገመግሙታል?

- ጠቃሚ
- በመጠኑ ጠቃሚ
- በአጠቃላይ የማይጠቅም

25. በመቅጠሪያው ቅፅ /Employment form/ የሚጠየቁ መረጃዎችን ግልፅነት እንዴት ይገመግሙታል?

- በጣም ግልፅ ነው
- ግልፅ ነው
- በመጠኑ ግልፅ ነው
- ግር የሚሉ መረጃዎችን በብዛት አካቶ ይዟል

26. ድርጅቱን ብቃት ያላቸው ሰራተኞችን የመመልመል ብቃቱን እንዴት ይገመግሙታል

- በጣም ጠንካራ
- ጠንካራ
- በመጠኑ ጠንካራ
- ደካማ

27. ለጥያቄ ተራቁ 26 መልስዎት ጠንካራ ወይም በጣም ጠንካራ ከሆነ የጥንካሬው ምክንያት ምንድነው ብለው ያምናሉ?

- የምልመላው አካሄድ ጥሩ መሆን
- ድርጅቱ የተሻለ የደመወዝ ክፍያ ስለሚከፍል
- የድርጅቱ መልካም ስም

28. ትክክለኛ ያልሆነ የሰራተኛ መረጣ በድርጅቱ የወደፊት ብቃት ላይ የሚያስከትለው ወጪ እና ተፅኖ በምን መልኩ ያዩታል?

- የሌላውን ሠራተኛ ተነሳሽነት ይቀንሳል
- በምትኩ ለሚቀጠር ሰራተኛ የሚወጣ ወጪ እንዲኖር ያደርጋል
- ለሥልጠና እና ለእውቀት ሽግግር የሚወጣ ወጪ እንዲጨምር ያደርጋል
- የድርጅቱን መልካም ዝና ያጎድፋል

Appendix IV

Interview questions for training and development deputy manager of ETC

The main objective of this interview is to assess the practice of human resource planning in Ethiopian Telecommunications Corporation for academic study in partial fulfillment of the requirement for Masters Degree in human resource and organizational development in education.

4. What environmental factors do you consider in approving the human resource requests of each work unit or department?
5. What mechanism do you use to make sure that the human resource request of each work unit or department is appropriate?
6. Does the organization undertake job analysis, human resource inventory analysis or skill audit in order to come up with human resource planning? If no, why ?
7. Do you think that the corporation's human resource planning ensure that the demand for and supply of human resources in the corporation is matched? If no, why?
8. Do you think that the corporation possesses sound human resource policy? If no, Why? If yes, to what extent the actual practice of human resource planning is undertaken in line with such human resource policy?
9. Does the corporation use succession planning? If no, why?
10. What method (s) the corporation uses in order to estimate future human resource supply of the corporation? In your opinion, does this method (s) appropriate (s)? How?
11. How could you explain the human resource planning practice ETC?

Appendix V

Interview questions for Head of external placement deputy manager of ETC

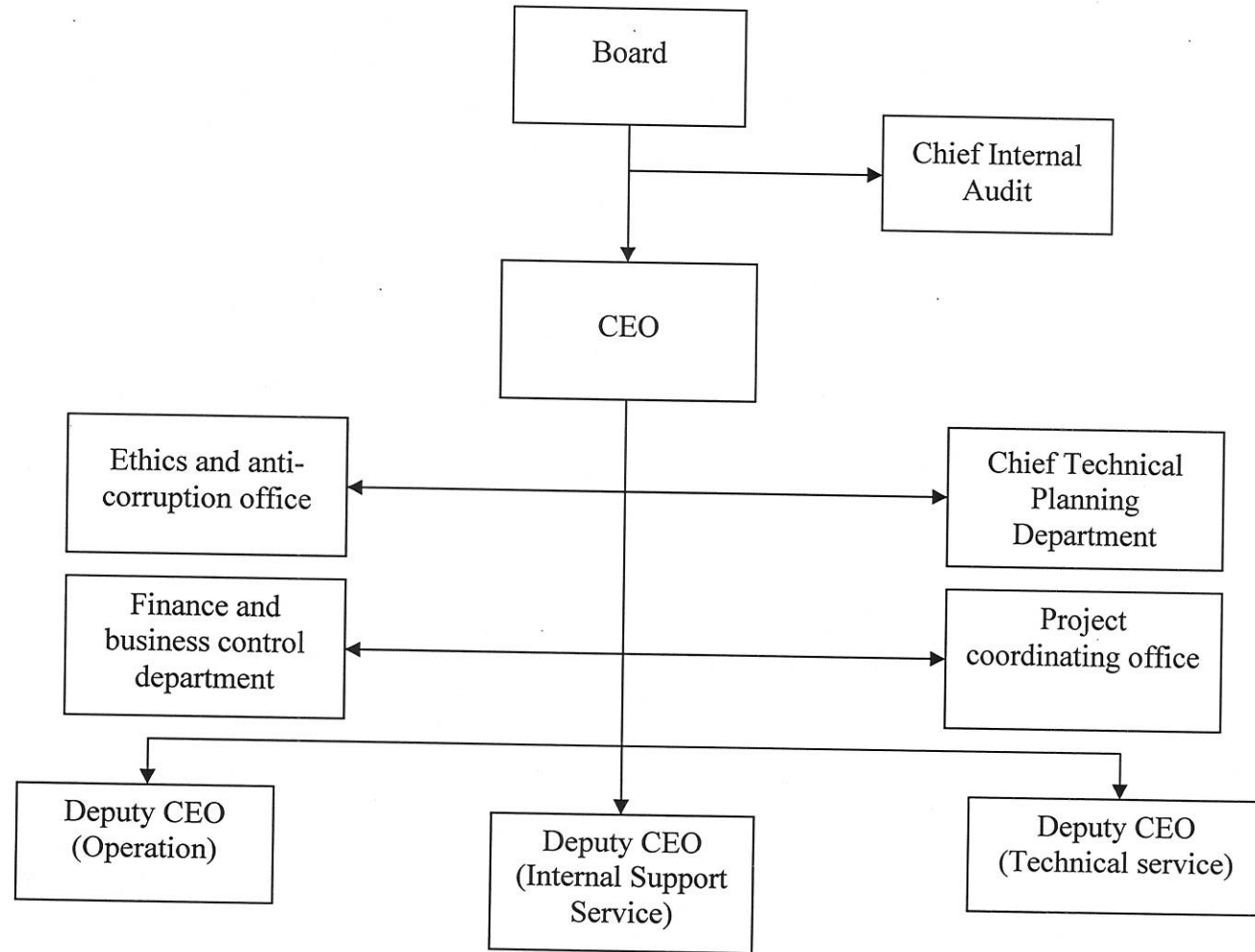
The main objective of this interview is to assess the practice of human resource placement in Ethiopian Telecommunications Corporation for academic study in partial fulfillment of the requirement for Masters Degree in Human Resource and Organizational Development in education.

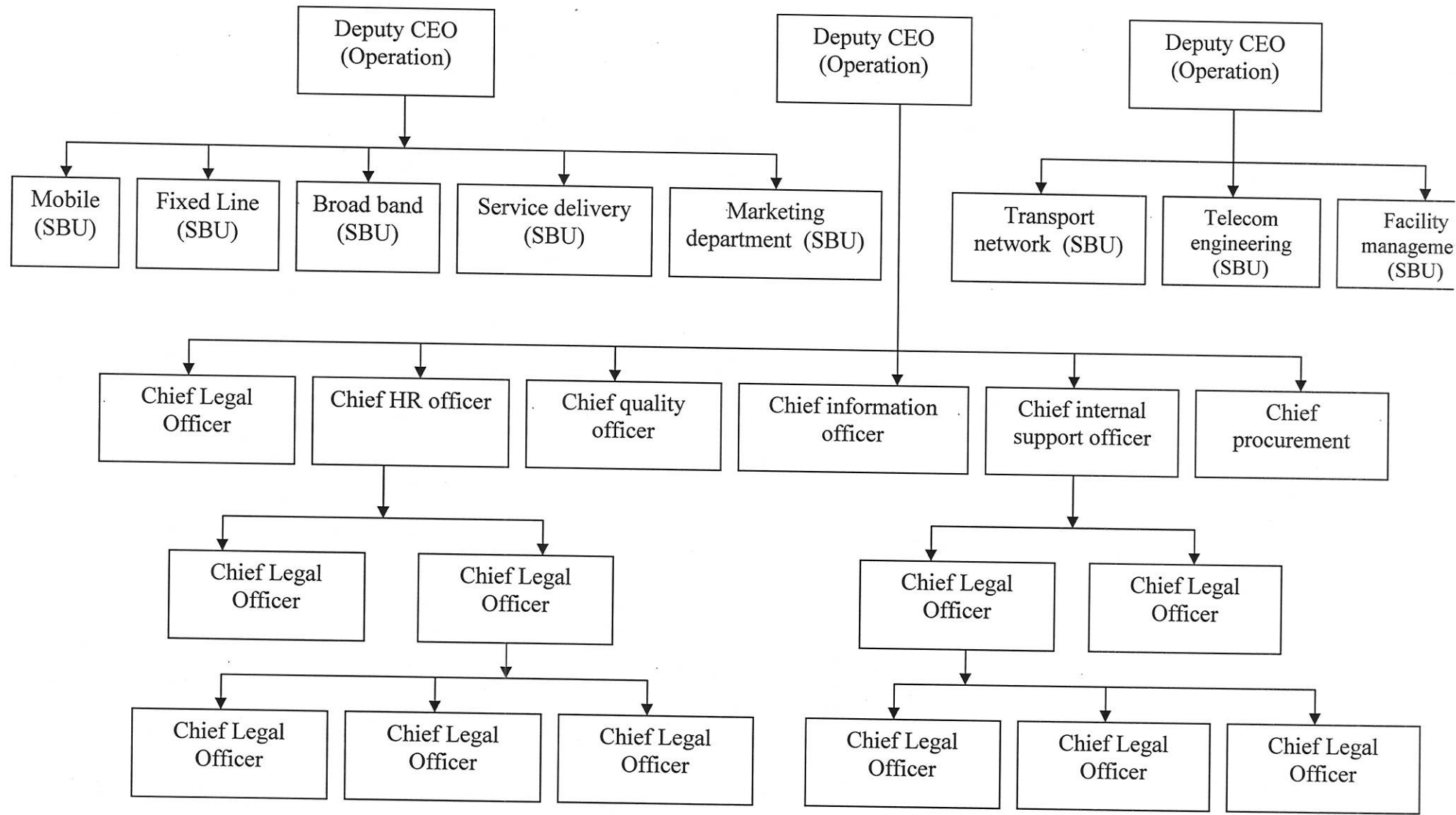
1. What criteria you follow to select the recruitment method?
2. What major problems do you faced in the process of vacancy announcements?
3. What techniques do you use to select employees of your organization and how do you see their effectiveness?
4. What challenges do you faced in the preliminary selection process?
5. What challenges do you face in relation with employee selection interview and selection test?
6. How do you judge the competency of the interviewers?

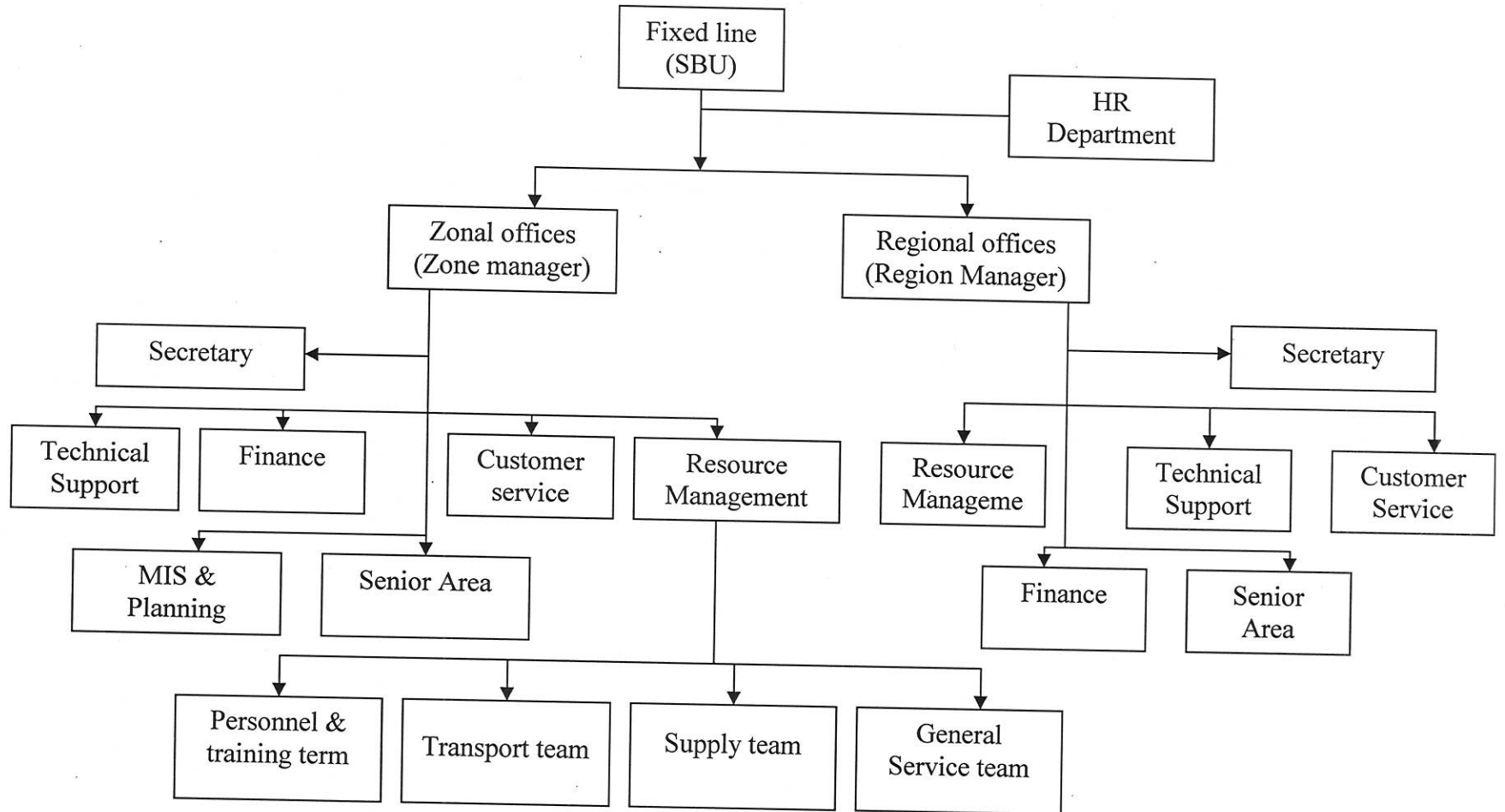
Appendix VI

Organizational Structure of ETC and Responsibilities within HR

The Organizational Structure of ETC that gives general over overview about the integration of each work units and the responsibility within HR is exhibited as follows:







Organizational Structure of ETC

DECLARATION

I hereby declare that this study in my original work done under the guidance of Ato Melaku Yimam as advisor and that all sources of relevant materials used in this thesis have been duly acknowledged.

Name Sisay Oda

Signature 

Date 07/06/2011

This thesis has been submitted for examination with my approval as university advisor.

Name _____

Signature _____

Date _____