



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
MBA PROGRAM

**ASSESSMENT OF RECRUITMENT AND SELECTION PRACTICES AND
PROBLEMS IN THE CASE OF UNITED BANK S.C.**

A Research Thesis Submitted In Partial Fulfillment of the Requirements for the Degree of
Masters of Business Administration in Management (MBA)

BY:

Daniel Demeke

ADVISOR:

Gemechu Waktola (Dr.)

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We, the undersigned, member of the Advisor and Examiners of the final defense by Daniel Demeke have read and evaluated his thesis entitled “Assessment of Recruitment and selection practices and problems in the case of United Bank S.C.” and examined the candidate. This is therefore to certify that the thesis has been accepted in partial fulfillment for the award of the degree of Masters of Business Administration.

By: Daniel Demeke

Approved by the Examining Board

Gemechu Waktola (Dr.)
Advisor

Signature

Date

Wubeshet Bekalu (Dr.)
External Examiner

Signature

Date

Ethiopia Legesse (Dr.)
Internal Examiner

Signature

Date

Letter of Certification

This is to certify that Daniel Demeke has worked his thesis on the topic “Assessment of Recruitment and selection practices and problems in the case of United Bank S.C.” under my supervision. To my belief, this work undertaken by Daniel Demeke is original and qualifies for submission in partial fulfillment of the requirements for the award of Degree of Masters of Business Administration.

Gemechu Waktola (Dr.)

Advisor

Declaration

I, the undersigned, declared that this thesis entitled topic “Assessment of Recruitment and selection practices and problems in the case of United Bank S.C.” is my original work. I have carried out this project work independently with the guidance and support of my project advisor Dr. Gemechu Waktola. This study has not been submitted to any Degree/Diploma in this or any other institutes. It is offered for the partial fulfillment of the award of Master’s degree in Business Administration.

Daniel Demeke

Signature

Date

Gemechu Waktola (Dr.)

Signature

Date

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ACRONYMS

F -	Frequency
EEO -	Equal Employment Opportunity
SRS –	Simple Random Sampling
P/HRM –	Personnel or Human Resource Management
HRM -	Human Resource Management
UB -	United Bank
KSA –	Knowledge, Skill, Abilities

ABSTRACT

This study focuses on the “assessment of recruitment and selection practices and problems in the case of United Bank S.C” in Ethiopia. Recruitment and selection of employees in an organization is the most important, crucial and careful job in the human resource management activities. From human resource activities recruiting and selecting professional employees with doing all the necessary steps and procedures will not be easy and cannot be done at once. Both are difficult. In every step of recruiting and selecting it requires decision making as to make essentially fair and admissible to all parties including the people who have been rejected. This is why this paper will focus on the two human resource management major activities and the problem occurred while performing, especially in the company like United Bank. To this end, descriptive research design was used. Questionnaires, interview and review of documents were designed based on the objectives. And simple random sampling was used to distribute questionnaires to employees of United Bank. Interview was also conducted with human resource. This completed questionnaire were processed and analyzed by using table, graph, pie chart and textual write ups. As it is known that, United Bank is Share Company dealing with building itself into a progressive and modern banking institution, endowed with a strong financial structure and strong management, as well as a large and ever-increasing customers and correspondent base. In conclusion this particular company must revise the recruiting and selecting process of employment, and save some un-necessary wastage of time, money, good service and others too. This paper will serve to help United Bank share Company to revise the methods used to recruit and select the employees put sustainable solution for the problems that occurs while undertaking the process and eliminate problems.

Key words: Recruitment, Selection, organization, human resource management activities

CHAPTER ONE

INTRODUCTION

1.1 General background of the study

Recruitment and selection is central activity underlying human resource management. The successes or failure of an organization is, mostly based on the amount of profit that company generates by its quality work of the employees. To give good service to customers, the employee should be customer oriented, to have good communication in work relation; the employee must have good communication knowledge and skill. Be it in the managerial level or in lower level having professional employee is a life for organization. Recruitment is matching process and the capacities and inclinations of the candidates have to be match against the demand and rewards inherent in a given job or career pattern (Plumbley, 1999).

Recruitment is the process of generating a pool of capable people to apply for employment to an organization. Whereas selection is the process, by which managers and others use instruments to choose from a pool of applicants given management goals and legal requirement (Gary and Ray, 2010). This can be done largely by starting with recruiting the most suitable candidate for the vacant position as well as for additional employees that are going to join the bank for future target expansion of branches.

Selection is the process of making a hire or no hire decision regarding each applicant for a job Gomez, (1991). Therefore, applying the appropriate recruitment and selection practices in the organizations like united bank play a significant role to increase organizational effectiveness and capability.

Hunting of competent employees, whether professional, skilled or unskilled is a major issue in every kinds of organizations. It is a challenge for the management of many organizations from large amount of applicant's pool for one vacant post. If best candidates are not selected they will not perform as per the expected standards and as said earlier that will have its own big influence on the performance of the organization (Bratton and Gold, 2007).

Conducting the recruitment and selection in professional and timely manner, it is necessary for effectiveness in helping to ensure that to have the "best" candidate attraction to apply and subsequently to help accept the unsuccessful candidate to respect the decision made and possibly for future vacancy post. In other word, decision made in the course of recruitment and selection process should be perceived as essentially fair and admissible to all parties including the people who have been rejected (Gilliland, 1993).

This study will focus on assessing the practices of recruitment and selection activities and its effectiveness as well as the problems observed in the process at United Bank Share Company.

1.2 Background of the organization

United Bank incorporated as a share company on 10 September 1998, in accordance with the commercial code of Ethiopia of 1960 and the licensing and supervision of Banking Business proclamation No. 84/1994. The Bank obtained a banking services license from the National Bank of Ethiopia and registered with the Trade, industry and Tourism Bureau of the Addis Ababa city Administration.

Over the years, united Bank built itself into a progressive and modern banking institution, endowed with a strong financial structure and strong management, as well as a large and ever-increasing customers and correspondent base. Today, united bank is a full service bank that offers its customers a wide range of commercial banking services with a network of 233 Branches and 14 sub-Branch offices, out of which 122 branch offices are located in Addis Ababa and the other 111 branches are in major towns of the country. And number of additional outlets on the pipeline. The existing branches render all types of banking services with the uncompromised commitment of service quality to the utmost satisfaction of the customer. The operation of the bank is therefore, fully conducted through its branches.

The bank has 3,810 employees with managerial, clerical, non-clerical qualifications as of December 31, 2018, among them 2,212 are males, and the rest 1,598 are females.

The total assets of the bank reached birr 28.03 billion as at 30 June 2018, showing a solid growth of birr 6.02 billion (27.37%) over last year same period balance of birr 22.0 billion. Financial performance of the total capital, paid-up capital reached birr 1.78 billion and it accounted for the lion's share (60.29%), followed by legal reserve constituting 27.04% (Birr 798.65 million), and retained earnings accounting for 12.47 % (Birr 368.44 million). Paid-up capital should an increment of birr 223.40 million (14.34%) over last year same period balance. Total capital of the bank reached birr 2.95 billion as at 30 June 2018. The balance exceeded last year's same period figure of birr 2.48 billion by birr 471.39 million (18.99%). (United-Bank-Annual-Report-2018).

United Bank's priority in the coming years is to strengthen its capital base, maximizing its return on equity and benefiting from the latest technology in order to keep abreast with the latest developments in the local and international financial services industry.

Some of the banking services namely:

- Domestic banking which includes (Loan, Saving Account, Current Account, Fixed Time Account, Foreign Currency Deposits)
- Trade Finance (Correspondent Banks, Forex Bureau service)
- Diaspora banking
- Internet banking
- Card banking & Mobile banking

- Broadband Local Money Transfer
- ATM Local Money Transfer
- ATM cash withdrawal service
- International Money Transfer
- Interest free banking services
- E-Banking services
- Broadband local Money transfer
- Agent banking (Hibir-Agent banking)
- Hibir-ET and International banking services.

The main Aspirations of the united bank are:

- ❖ To be one of top 5 private banks in East Africa based on Asset size.
- ❖ To be the market leader through investment in impactful, transformation innovation and digitization.
- ❖ To be the employer of choice in the financial industry.
- ❖ Creating and retaining a competitive and fulfilled workforce by driving a culture of continuous learning and development.
- ❖ To set the industry benchmark in superior customer centricity to deliver outstanding customer value.
- ❖ To be an insight driven organization, delivering superior value to customer and other stakeholders.
- ❖ To be at the forefront of strategic partnership as trusted partner with key players across the entire value chain.
- ❖ To be renowned for driving inclusivity across the region and beyond by serving our customers without prejudice.
- ❖ Tagline በሕብረት ሠርተን በሕብረት እንደግ!

Corporate Philosophy

Vision

To globally be the preferred financial services provider of innovative solutions across Africa.

Mission

Committed to exceeding the expectations of its customers and other stakeholders by providing competitive financial solutions while ensuring efficient service delivery and people empowerment.

Corporate Governance

The corporate Governance structure of United Bank is designed to ensure the effective supervision of the Bank's management by the Board with regard to running the Bank's business

to enhance long-term shareholders value. There are four (4) standing sub-committees of the Board: Finance and Risk Review Committee, Audit Committee, Business Development Committee and Loan Review Committee that deal with the various business affairs of the Bank.

The president of the Bank oversees the day-to-day management of the Bank. Under him, there are three vice presidents, responsible for operations, systems & E-Banking and Administration & Finance as well as two assistant vice presidents and 15 department managers.

United bank's total number of staff as at December 31, 2018 reached 3,810 including managerial, supervisory and support staff.

1.3 Statement of the problem

In any organization, one of the major elements of an organization is manpower. Recruitment and selection process of candidates will enable to produce capable, motivated, skilled, talented, efficient and effective staff personal if it is conducted properly. On the other hand, if it is carried out or conducted in wrong way it will have distractive organizational effect on the attainment or achievement of organizational goal or objective (Lepak and Gowan, 2010). Good quality work depends on good quality people recommend their relatives and friends to be employed by their organization. Consequently, an organization that has a poor recruitment and selection practice it is unlikely to recruit the right people. This may lead to poor performance, low profitability and eventual demise (Gomez, 1991). Whereas well-planned recruitment and selection practice can identify who will potentially bring new life for the organization. Recruitment and selection are seminal topics within human resource management, ensuring that organization have the necessary human skills, knowledge and capabilities that will enable the organization to continue into the future. Recent recognition of the strategic potential of recruitment and selection to enhance organizational performance put a lot of emphasis on getting the 'right person' for a post (Armstrong, 2009).

It is an undesirable fact that most recruitment in Ethiopia lacks of credibility, as well as the much talk about 'Nepotism' in the organization consequently square pegs is put in round holes, resulting in poor service delivery. The recruitment and selection procedure therefore becomes a formality as opposed to an objective means to ensure the selection of the best candidates fit for the job (Stredwick, 2005).

In general poor recruitment and selection activities affect the overall performance of the organization concerning on getting the required human resource. After all the time and energy spent on recruiting a candidate, it would be a shame to lose them due to poor process. But unless you can bridge the gap between recruiting and hiring — and establish tools for measuring performance — attracting and retaining talent will continue to be a challenge.

Although literature in the field of recruitment and selection ensures that organizations have the necessary human skills, knowledge and capabilities that will enable the organization to continue

into the future. In fact, United Bank constantly engaged in recruitment and selection which is highly centralized this in turn leads to ineffectiveness in meeting deadlines for replacement of vacant positions by conducting trend analysis and also adding new employees for the branch expansion by calculating service delivery hour and considering human element, even once get hired around 6.63% of the employees will not stay long this indicates that there is a considerable amount of turnover, employee dissatisfaction and reduce performance in different instances. Preliminary investigation on the bank's practices of recruitment and selection indicates that there is lack of training; there is "Nepotism", job descriptions are not updated in a timely manner, there is delay in the recruitment of new employees and the employees of the bank have some complaints on the benefit package of the organization, which could affect the employees, the customer of the bank and the bank itself.

If recruitment and selection ensures the organization to have the necessary human skills, knowledge and capabilities then it seems important to determine how to resolve the turnover issues, employee dissatisfaction, training needs, the delay in recruitment, clarity in the process and complaints on the benefit package of the bank.

So this study tries to assess the recruitment and selection practices and problems in the case of United Bank.

1.4 Research Questions

This research conducted to assess the recruitment and selection practices and problems in united bank. Consequently the research tried to answer the following specific questions in the problem statement.

- What did the current recruitment and selection practices of United Bank look like?
- How does the company recruitment and selection process in the human resources do it in line with the written document or policies that already existed?
- Over view of what methods and techniques used to do the functions?
- How effective is the recruitment and selection process used by the bank?
- To what extent does the recruitment and selection policy of United Bank match to the accepted Human Resource practices?
- What are the major problems associated with the recruitment and selection practices of United Bank?
- What are the ways to have improvement in recruitment and selection practice of United Bank?

1.5 Objective of the study

There are two objectives.

1.5.1 General Objective

The overall objective of this research was to examine the current recruitment and selection practices in the course of selecting the best human power demanded and provide possible ways

in order to improve the problems in current recruitment and selection process of United Bank. The study focuses on the head office and eight of its branches.

1.5.2 Specific Objective

Specific Objective will also add some more objectives to do the study.

- To identify the current recruitment and selection process carried out at the UB,
- The sources, methods and techniques used in the recruitment and selection process by refereeing to best practices,
- To assess the existence of recruitment and selection policy in United Bank,
- To assess the satisfaction of employees with the recruitment and selection practices of the bank,
- To identify the problems in the current recruitment and selection practices of United Bank,
- To describe the problems that affects the staff recruitment and selection process in United Bank.

1.6 Significance of the study

Organization success can be measured mainly through delivery of quality service to their beneficiaries. This can be achieved through well formulated plans and programs, recruiting the right person for the right position, selecting employee with the appropriate document, assignment and retention of committed and competent staffs. The assessment of recruitment and selection practices aims to provide an integrated view of an organization's performance, including both financial and non-financial indicators, and from both internal and external perspectives by recruiting and selecting suitable advertisements. Therefore, the researcher highly anticipates that the results of this study will have the following significance.

- ❖ It provides important information about the existing problem which triggered the assessment of recruitment and selection practice and provides possible suggestions for improvement.
- ❖ It will serve as a benchmark to those organizations that do not properly recruit and select employees.
- ❖ It helps the researcher to acquire knowledge and practical experience about recruitment and selection practice and also for the partial fulfillment of the requirements for master's degree in business administration.
- ❖ Moreover, the researcher also believes that this study can potentially serve as a stepping stone for the future research in this area.

1.7 Scope and limitation

The scope of the study is limited to workers of United Bank Share Company at the head office and eight of its branches.

The research designed to examine the current practice and problems of recruitment and selection process in United Bank. Furthermore, based on a survey of the current situation, the research

should facilitate forwarding important procedural and functional suggestions and advice for improvements to the management (department) and other parties involved in these activities. The focus of the study is limited to the recruitment and selection processes of United Bank. For practical reasons the emphasis of the research is on the United Bank head office and eight of its branches, which determines what goes on in the rest of the branches in the country.

The intention is to gain insight and understanding of United Bank, with regard to recruitment practices. Although the scope of the study is orientated towards the United Bank head office and eight of its branches in Addis Ababa, it was provide information which was shed light on what are going on in United Bank and its branches throughout the country.

In fact, the results may or may not represent all of the employees. Due to some time, budget and other resource constraint the sample is only taken from head office and eight branches of United Bank. Furthermore, the questionnaire distributed may not bring the exact planned result. (For the reasons some employees may not fill the form honestly, accurately according to the instruction etc.). Therefore, generalization may become difficult based on my final findings.

1.8 Organization of the study

This thesis is organized into five chapters and presented as follows. The first chapter deals with the general background of the study, background of the organization, statements of the problem, research questions, objectives of the study, significance of the study, and scope and limitation of the study.

The second chapter will focus on review of related literature, which contains, definition of terms, the topic itself, state methods, practices factors affecting the recruitment and selection process and types of problems etc.

The third chapter focuses on the research design and methodology, which contains, research design, sources of data, research population, sample size, sampling method, data collection instruments, administration of instruments, and data presentation interpretation and analysis.

The fourth chapter deals with the analysis and interpretation of the data collected and analyzed.

The fifth chapter strictly deals with the study's summary, conclusion and recommendation forwarded to the users as well as to the company under study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2. INTRODUCTION

In order to accomplish effective research it needs critical study what already exists in the form of general literature and specific studies. Therefore, it is considered as an important prerequisite for actual planning and execution of research projects. The review of existing literature helps to identify research gaps and formulate a framework for further investigation. In other words, the intention of this chapter is to examine the extensive body of literature related to the recruitment, selection practices. Human Resource Management literature covers the areas of recruitment, selection in considerable detail, setting down the formal processes and procedures that were identified as the considered position of recruitment and selection.

2.1 Recruitment

Definitions

According to Offori and Aryeetey (2011), recruitment is the process of generating a pool of competent individuals to apply for employment within an organization. Evidence has shown that larger corporations are more likely than smaller organizations in implementing sophisticated recruitment processes Bacon & Hoque (2005), with majority of smaller organizations relying on referrals and advertising as their recruitment practices of choice (Barber, Wesson, Roberso & Taylor, 1999).

Several definitions of recruitment been proposed over the last two decades. Recruitment defined as a process encompassing all organizational practices and decisions that affect either the number or types of individuals that are willing to apply for or to accept a given vacancy (Rynes, 2001). Employee recruitment involves those organizational activities that influence the number or types of applicants who apply for a position and affect whether a job offer is accepted (Breaugh, 1992). Emphasizing the strategic importance of the recruitment function, Saks (2007) put forward the following definition: "Recruitment involves actions and activities taken by an organization in order to identify and attract individuals to the organization who have the capabilities to help the organization realize its strategic objectives." In particular, such activities should generate a pool of desirable candidates and enhance their interest in and attraction to the organization.

There is another definition "Recruitment is the process of searching the candidates for employment and stimulating them to apply for job in the organizations; recruitment is the activity that links the employers and the job seekers" (Flipo, 1988). Work by Alan Price (2007), in his work Human Resource Management (HRM) in a Business Context, formally defines recruitment and selection as the practices of retrieving and attracting capable applications for the purpose of employment. He states that the practice of recruitment is not a simple selection process, while it needs management decision making and broad planning in order to appoint the most appropriate manpower. Their existing competition among business enterprises for

recruiting the most potential workers in on the pathway towards creating innovations, with management decision making and employers attempting to hire only the best applicants who would be the best fit for the corporate culture and ethics specific to the company. This would reflect the fact that the management would particularly shortlist able candidates who are well equipped with the requirements of the position they are applying for, including team work. Since possessing qualities of being a team player would be essential in any management position.

However, most recruitment and selection practices have elements of subjective judgment inherent in them. However, treating job applicants in a professional and positive manner is more likely to leave them, whether they are successful or not, with a positive view of the organization and how it has dealt with the applicants. The recruitment and selection practices of employees also provide an opportunity for the organization to present itself in a favorable light (National University of Ireland, 2006).

Price (2007), deployment and preservation of human capital-talent that matter, shapes the competitive advantages and success of many companies.

According to the Burack (1985) recruitment sources are closely linked to the organizational activities as performance of employees, employee turnover, employee satisfaction, employee wishes and the commitment of the organization (Burack, 1980). These recruitment and selection practices should be done at each and every sector for fulfilling their organizational goals (Nartey, 2012).

Therefore, it is possible to say that recruitment is a process of finding and attracting capable applicants for employment. The process begins when new recruits were sought and ends when their applications are submitted. The result is a pool of applications from which new employees are selected.

2.1.1. Reasons for recruitment

Organizations were established with definite objectives to be accomplished. In order to attain the objectives needed; they need resources like material, human and financial. Of all the resources, the human resources are the most decisive one.

According to Costello (2006), recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term objectives. In other words, the recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies. Successful recruitment begins with proper employment planning and forecasting.

Moreover, according to Epps (1988) the following are some of the reasons why recruitment is needed.

1. When someone left the organization. (i.e. through death, transfer, promotion, etc.).
2. When specialist is needed.
3. When volume of work is increased and not to be covered by overtime.
4. When starting something new (like new branch expansions)
5. When growth happened.

2.1.2. Recruitment and selection Policy

According to Van der Westhuizen (2005) the recruitment policy should stipulate broad guidelines for the way in which a public sector institution intends to deal with recruitment. In brief terms, the recruitment policy must indicate the institution's position concerning the general objectives of recruitment and the principle of EEO in recruitment.

Van der Westhuizen also further stated that Management of the selection process according to the regulatory framework ensures accountability. Thus, all applicants who qualify are given an opportunity to compete for appointment, while serving officials may compete for promotion or transfer. The legal framework shall be underpinned by the following principles: fairness, equity, confidentiality, professionalism and human dignity.

Much can be achieved through clear policy statements on each aspect of recruitment and selection process.

Some of the gains are well described by Armstrong (2006) who says that recruitment and selection policy helps the organization to: provide guidance on how and when jobs will be advertised, provide guidance on how selection will be conducted, state priorities for consideration, instruct on how disputes are to be handled and indicate the effect on other policies in the organization.

These benefits are likely to be achieved if specific principles are used in stating recruitment and selection policy. These are:

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

Developing talent at different leadership levels in the organization is considered important. Much greater openness in succession planning is encouraged, and more consideration is given to the required balance between internal talent development and external talent.

In other words Cowling and Mailer (1998) stated that the aim of a policy on recruitment should be to locate and attract good quality applicants and to make valid, reliable and cost effective decisions about whom to select.

Cowling and Mailer also mentioned whether good quality applicants apply for vacant positions depend on number of factors, among them the most important are the following:

- The reputation of the company as a good employer
- How well the vacancy has been advertised
- The attractiveness of salary and conditions of service
- Whether potential applicants think they can do the job.
- Whether the job looks interesting and satisfying.

Recruitment policies need to be reviewed at a regular interval to ensure that they are offering the conditions and job opportunities that good applicants are looking for.

2.1.3. Sources of Recruitment

Although the ultimate source of all personnel is some educational institution, a given position is filled either by a movement from within the organization (internally) or recruiting from outside the organization (externally).

Vacancies in upper level management can be filled externally by hiring people from outside the organization or internally by promoting lower level managers. Both strategies have advantages and disadvantages.

According to Ivancevich and Glueck (1989), there are two methods may be used to recruit employees. These are internal recruiting method and external recruiting method. To decide which method to use the organization should know which method most likely to attract employees.

2.1.3.1. Internal Recruiting

According to Stewart, G and Brown, K (2009) internal recruiting is the process of filling job openings with employees who are already working for the organization. When job vacancies exist, the first place that an organization should look for placement is within itself. An organization's present employees generally feel that they deserve opportunities to be promoted to higher-level positions because of their service and commitment to the organization.

In any event it is generally important that an organization always uses internal- recruiting as part of its overall planning process because internal recruiting has several advantages. Organizations recruit internally because it provides greater motivation for good performance, gives opportunities for present employees, provides better opportunity to assess and sustain

employee's abilities, improves morale and organizational loyalty, enables employees to perform the new job with little lost time and it is less expensive than external recruitment.

However internal recruitment also has some pitfalls that organizations must examine before applying it, such as, it creates narrow thinking and stale ideas, generates pressures to compete, builds homogeneous workforce and the organization might miss out on good outside talent.

According to Messmer (2004) companies are also more likely to promote from within than they have been in the past. Internal sources include **present employees, employee referrals, former employees, and former applicants.**

Present Employees

Promotions and transfers from among the present employees can be a good source of recruitment. Promotion to higher positions has several advantages. They are –

- (i) it is good public relations;
- (ii) it builds morale;
- (iii) it encourages competent individuals who are ambitious;
- (iv) it improves the probability of a good selection, since information on the individual's performance is readily available;
- (v) it is cheaper than going outside to recruit;
- (vi) those chosen internally are familiar with the organization; and
- (vii) When carefully planned, promoting from within can also act as a training device for developing middle level and top level managers (DeCenzo, 1989).

However, promotion can be dysfunctional to the organization as the advantage of hiring outsiders who may be better qualified and skilled is denied. Promotion also results in inbreeding which is not good for the organization.

Promotion, to be effective, requires using job posting, personnel records, and skill banks. Job Posting means notifying vacant job positions by posting notices, circulating publications or announcing at staff meetings and inviting employees to apply. This practice is not followed for senior positions which are generally filled with people hired from outside. Personnel records are also useful to effect promotions. Examining personnel records may help discover employees who are doing jobs below their educational qualifications or skill levels.

It may also help to track persons who have the potential for further training or those who have the right background for the vacant positions. Some companies develop skill banks that list current employees who have specific skills (Dessler, 1988).

Another way to recruit from present employees is transfer without promotion. Transfers are often important in providing employees with a broad based view of the organization, necessary for future promotions.

Employee Referrals

The recruitment efforts of an organization can be greatly aided by employee referrals, or recommendations from the firm's current employees about potential candidates. In fact, word-of-

mouth recommendations are the way most job positions are filled. Managers have found that the quality of employee-referred applicants is normally quite high, since employees are generally hesitant to recommend individuals who might not perform well. Certain organizations also pay their employees for helping them acquire vibrant and hardworking candidates. Human resources executives also believe that by rewarding employees who bring in their friends actually costs less than recruiting procedure and often attract better workers (Snell, 2012).

Employees can develop good prospects for their families and friends by acquainting them with the advantages of a job with the company, furnishing cards of introduction, and even encouraging them to apply. This source is usually one of the most effective methods of recruiting because many qualified people are reached at a very low cost to the company. In an organization with a large number of employees, this approach can provide quite a large pool of potential organizational members. Most employees know from their own experiences about the requirement of the jobs and what sort of people the company is looking for. Often employees have friends or acquaintances who meet these requirements. A major concern with employee recommendation is that the referred individuals are likely to be similar in type (for example, race and sex) to those who are already working for the company (Snell, 2012).

Former Employees

Former employees are also an internal source of applicants. Some retired employees may be willing to come back to work on a part time basis or may recommend someone who would be interested in working for the company. Sometimes, people who have left the company for some reason or the other are willing to come back and work. Individuals, who left for other jobs, might be willing to come back for higher emoluments. An advantage with this source is that the performance of these people is already known. (Mathis, 1982).

Previous Applicants

Although not truly an internal source, those who have previously applied for the jobs can be contacted by e-mail, a quick and inexpensive way to fill an unexpected opening. Although 'walk-ins' are likely to be more suitable for filling unskilled and semi-skilled jobs, some professional openings can be filled by applicants to previous jobs (Mathis, 1982).

2.1.3.2. External Recruiting

When an organization has exhausted internal sources, external sources are used. Also positions vacated through upgrading promotions, transfers must in turn, be filled from outside sources. The specific sources used to recruit new employees will depend upon the jobs to be filled, as well as other factors.

According to Denisi (2005) external recruitment is the process of looking to sources outside the organization for prospective employees. A broad variety of methods are available for external recruiting. An organization should carefully assess the kinds of positions it wants to fill and select the recruiting methods that are likely to produce the best results.

There are some employee needs that a firm must fill through external recruitment. Among them are: filling entry-level jobs, acquiring skills not possessed by current employees, and obtaining employees with different backgrounds to provide new ideas.

It is also known that external recruitment has both advantages and disadvantages that are directly counter to those of internal recruiting. The external recruitment provides new ideas and insights, creates a diversified work force and creates opportunities to get people with up-to-date knowledge education and training which makes it a good recruitment source than the internal recruitment.

However external recruitment also has disadvantages like, it is more expensive and time consuming, may decrease the motivation of present employees to strive for promotion and there might be more chances to commit hiring mistakes due to difficult applicant assessment that will lead to wastage of resource.

Generally source of recruitment can be classified as internal and external but it is wise to review and indicate some of the recruitment methods.

Advertising

It is a way of communicating the employment needs within the firm to the public through media such as radio, newspaper, television, industry publications, the Internet, and alike. It is a popular method for external recruiting.

Such agencies provide expert advice on where to place advertisements and how they should be worded and will design them attractively to achieve maximum impact (Torrington, D., Hall, L and Taylor, S 2005).

Employment Agencies

An employment agency is another common method for external recruitment. They help firms' recruit employees and, at the same time, aid individuals in their attempt to locate jobs (Densisi, 2005). There are two types of employment agencies: -

✓ *Public Employment Agencies*; employers register their job openings with the local state employment agency, at the same time the employment agency collects data (mostly regarding skills, experience and abilities) from unemployed persons and use these data to match qualified individuals with available jobs. Its significant advantage is that they are free and particularly useful source of job application for the minority groups.

✓ *Private Employment Agencies*; these agencies are more likely to serve the white – collar labor market and they charge fee for their service.

Job Posting

Job posting is a mechanism for internal recruitment in which company uses internal communication channels (company newsletters, bulletin boards, internal memos, and the firm's intranet) to share information about job vacancies with current employees (DeCenzo D. and

Robbins S. 2005). Any individual who is interested in being considered for the position simply files an application with the human resource department.

Executive Search Firms

Executive search firms sometimes called head hunters are specialized form of private employment agencies that place top level executives and experienced professionals. These are the organizations that seek the most-qualified executive available for a specific position and are generally retained by the company needing a specific type of individual.

Supervisory Recommendations

Supervisory recommendation is a mechanism for internal recruitment where, when new position needs to be filled, a manager simply solicits nominations or recommendations for the position from supervisors in the organization. The supervisors look at the employees for whom they are responsible, and if any are particularly well suited for the new job opening, then the supervisor recommend those individuals to the higher level manager.

Internships

It is a special form of recruiting that involves placing a student in a temporary job. There is no obligation on the part of the company to permanently hire the student and no obligation on the part of the student to accept a permanent position with the firm. Hiring college students to work as student interns is typically viewed as training activity rather than as a recruiting activity. However, organizations that sponsor internship programs have found that such programs represent an excellent means of recruiting outstanding employees.

Professional Associations

Associations in many business professions such as finance, marketing, information technology, and human resources provide recruitment and placement services for their members. Professional associations and trade organizations provide a valuable service in bringing together professional and professional job openings. Most professional organizations have newsletters, annual meetings and trade publications that advertise job openings.

Cyber Recruiting

Organizations can also use web sites and internet sources to recruit people application submission test and interview and other recruitment and selection activities can be performed online.

Word of Mouth Recruiting

An organization simply informs present employees that positions are available and encourages them to refer friends, family members or neighbors for those jobs.

Schools, Colleges and Universities

As Bernardin (2003) described colleges and universities are the key source of recruiting for professional and managerial positions. The advantages for this method is that the organization can specify qualifications such as, major, grade point average, work experience and so forth. It is also a relatively in-expensive method of recruiting because the colleges and universities typically provide the facilities, schedule the appointment and so forth.

Recruitment Process Outsourcing

Outsourcing is essentially the transfer by a firm of products or services to an outside vendor or supplier as opposed to sourcing the same work within the firm's own facilities. It is a strategic decision by the firm in question, and often taken in the interests of achieving cost efficiencies. The advantages of recruitment process outsourcing are that it can save time, bring outside expertise to bear on recruitment problems and free up human resource for more value-adding activities. The disadvantage is the perception by some human resource people and line managers that the provider is too remote to deal with the real issues and that there is a danger of losing control (Armstrong 2006).

2.1.4. Who does recruiting?

In larger organizations, the P/HRM department does it. The branch of the department with this responsibility is called the employment office or department. It is staffed by recruiters, interviewers and clerical employees. This group also does the preliminary selection.

In smaller organizations, multipurpose P/HRM people do the recruiting, along with their other duties, or operating managers may take time to recruit and interview applicants. Sometimes the Organization puts together a recruiting committee of operating and P/HRM managers (Ivancevich and Glucek, 1989).

2.1.5. Factors Affecting Recruitment

To explain the recruitment process requires an examination of the factors that affect recruitment. Recruiters must be sensitive to these effects on the recruitment process.

All organizations whether large or small do engage in recruiting activities, though not to the same extent. Although the emphasis may vary from situation to situation, the following are considered the most common factors affecting recruitment.

- The size of the organization
- The employment conditions in the community where the organization is located.
- The effectiveness of the past recruiting efforts, which shows the organization's historical ability to locate and keep people who perform well.

- Working conditions and salary and benefit packages offered by the organization, which will influence turnover and therefore, the need for future recruiting.

Other constraints on recruiting efforts are: Image of the organization, attractiveness of the job, internal organizational policies, government influence and recruiting costs.

2.2 Recruitment and Selection Process

The overall aim of the recruitment and selection process should be to obtain the number and quality of employees required to satisfy the human resource needs of the company at minimum cost (Armstrong, 2006).

There are four stages of recruitment and selection process:

2.2.1 Job Analysis and Recruitment Planning

As per Decenzo (2005), Job analysis is a systematic exploration of the activities within a job. It is a technical procedure that is used to define the duties, responsibilities and accountabilities of a job. This analysis defines and documents the duties, responsibilities, and accountabilities of a job and the conditions under which a job is performed.

The number and categories of people required may be set out in formal human resource or workforce plans from which are derived detailed recruitment plans. Requirements are set out in the form of job descriptions and personnel specifications. These provide the information required to draft advertisements, post vacancies on the internet, brief agencies or recruitment consultants, and assess candidates by means of interviews and selection tests.

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

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

According to Stewart, G and Brown, K (2009) job specification is listing of the knowledge, skills and abilities needed to perform the tasks described in a job description.

Recruitment plan is the estimate of number and composition of new hires during the year. It is also the perfect tool for the recruitment workload planning, cost allocations, budget planning,

succession planning and the talent management in the organization. (www.simplehrguide.com, Jan, 10, 2015).

According to Armstrong (2006) recruitment planning contains the number and types of employees required to cater for expansion or new developments, sources of candidates, plans for tapping alternative sources and how the recruitment program will be conducted.

2.2.2 Attracting Candidates

Attracting candidates refers to reviewing and evaluating alternative sources of applicants, inside and outside the company. Attracting the best candidates is more critical to organizational success whilst those without qualifications find it increasingly difficult to become shortlisted (Chapman.D 2005). The analysis of strengths and weaknesses should cover such matters as the national or local reputation of the organization, pay, employee benefits and working conditions, the intrinsic interest of the job, security of employment, opportunities for education and training, career prospects, and the location of the office or plant. These need to be compared with the competition.

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

Organization image: a prospective candidate may not be interested in pursuing job opportunities in the particular organization. The image of the organization therefore can be a potential constraint. A poor image may limit its attraction to applicants.

Job attractiveness: if the position to be filled is an unattractive job, recruiting a large and qualified pool of applicants will be difficult. Moreover a job viewed as boring, hazardous, low paying and lacking in promotion potential seldom attracts a qualified pool of applicants.

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

2.2.3 Selecting Candidates

After the work of attracting employees is done the next step is selecting candidates that are best fit to the organization by sifting applications, interviewing, testing, assessing candidates, assessment centers, offering employment, obtaining references; preparing contracts of

employment, (Decenzo, 2005). Employee selection is the process of testing and gathering information to decide whom to hire (Greg, S and Kenneth, B 2009).

HR and line managers continue to use a variety of imperfect methods to aid the task of predicting which applicant will be most successful in meeting the demands of the job, and/or are the best fit with the work group and culture of the organization. (Torrington, D., Hall, L and Taylor, S 2005)

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

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

There are different methods of measuring the reliability of a selection method.

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

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

Split-halves method: a process of estimating reliability that compares scores on two parts of a selection assessment.

Inter-rater method: is a process of estimating reliability that compares assessment scores provided by different raters.

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

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

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

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

Utility is a principle associated with employee selection method that reflects their cost effectiveness. Several factors influence the cost effectiveness of a selection method for example

when validity increases utility decrease because valid selection method results in a more accurate prediction, the other is tenure (length of time people stay employed) utility is higher when people remain in their jobs for long period of time. (Stewart, G and Brown, K 2009)

Legality and fairness is a characteristic of selection methods that reflects individuals' perceptions concerning potential bias and discrimination in the selection method. (Stewart, G and Brown, K 2009) the number of people who are unfairly eliminated decreases as validity increases, meaning that more valid tests are fairer.

Acceptability is the characteristic of a selection method that reflects applicants' beliefs about the appropriateness of the selection method. Selection method should be acceptable to all parties involved in the selection process.

2.2.4 Selection Process

According to DeCenzo, D. and Robbins, S. (2005) Selection process is the process of selecting the best candidate for the job. The selection process consists of eight steps. These are:

Step-1 Initial Screening

According to Decenzo (2005) initial screening is the first step in the selection process whereby inquiries about a job are screened. At this stage the applicant's credentials are compared with the recruitment of the position as per job specification. Sharing job description information with the individual frequently encourages the unqualified to voluntarily withdraw from candidacy which minimizes cost. As a culmination of recruiting effort an organization initiate a preliminary review of potentially acceptable candidates. Perhaps candidates lack adequate experience or education.

Step-2 Completing Application Form

Application form is a company- specific employment form used to generate specific information the company wants. Once the initial screening is completed applicants are asked to complete the organization form. In general terms the application form gives applicant's name, address, telephone number. In addition to this it can incorporate job- performance related synopsis of what applicants have been doing during their adult life, their skills and their accomplishments.

According to Armstrong (2009) application forms set out the information on a candidate in a standardized format. They provide a structured basis for drawing up short-lists, the interview itself and for the subsequent actions in offering an appointment and in setting up personnel records.

Step-3 Employment Test

As per Decenzo (2005) employment test is any selection examination that is designed to determine if an applicant is qualified for the job. Organizations historically relied to a

considerable extent on intelligence, aptitude, ability and interest test to provide major input to the selection process. Even hand writing analysis and honesty test have been used in attempts to learn more about the candidate information that supposedly leads to more effective selection. Some of the employment tests are presented as follows.

Intelligence tests: it measures the range of mental abilities which enable a person to succeed at a variety of intellectual tasks using the faculties of abstract thinking and reasoning. They are concerned with general intelligence and are sometimes called ‘general mental ability’ tests.

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

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

One of the most generally accepted ways of classifying personality is the five-factor model, which defines Extraversion/introversion, emotional stability, agreeableness, conscientiousness and openness to experience.

Assessment centers: assessment centers assemble a group of candidates and use a range of assessment techniques over a concentrated period (one or two days) with the aim of providing a more comprehensive and balanced view of the suitability of individual members of the group. It provides opportunities for indicating the extent to which candidates match the culture of the organization. (Armstrong, 2009)

Work sample: is a selection device requiring the applicants to actually perform a small segment of the job. Work sample test tend to be job specific that is, tailored individually to each different job in each organization. One of the central ways these tests differ from ability tools is through the contextualization of the content into a specific work situation.

These tools can therefore provide data on the applicants’ specific skills, but also assess cultural fit (Collings, D., and Wood, G., 2009).

Step-4 Comprehensive Interview

According to Decenzo (2005) comprehensive interview is a selection device in which information about a candidate can be obtained. Applicants who pass the initial screening, application form and required tests receive a comprehensive interview. Applicants may be interviewed by the HRM interviewers, senior managers within the organization, potential supervisors or some or all of these. Some of the interview types are as follows:

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

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

Step-5 Background Investigation

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

The main purpose of a reference is to obtain in confidence factual information about a prospective employee. This information is straightforward and essential. (Armstrong, 2009)

Step-6 Conditional Job Offer

After an applicant has passed all the selection process a condition job offer is usually made.

Conditional job offer comes from the HRM representative. The conditional nature of job offer will be removed and the offer will be permanent.

Step-7 Medical or Physical Examination

It is an examination to determine an applicant's physical fitness for essential job performance. It can only be used as a selection device to screen out individuals who are unable to physically comply with the requirements of a job. Aside from its use as a screening device it is helpful in showing that minimum standard of health exist to enroll in companies that provide health and life insurance for their employment.

Step-8 Permanent Job Offer

According to Decenzo (2005) at this stage those individuals who perform successfully in the preceding steps are now considered to be eligible to receive an offer of employment.

The final stage in the selection procedure is to confirm the offer of employment after satisfactory references have been obtained, and the applicant has passed the medical examination required for

pension and life assurance purposes or because a certain standard of physical fitness is required for the work. The contract of employment should also be prepared at this stage, (Armstrong, 2009).

The person who makes the employment offer will differ from one organization to another. For administrative purpose the offer is typically made by the human resource management department, but their role should only be administrative. The actual hiring decision should be made by the manager in the department where the vacancy exists.

Step-9 Orientation and Follow Up

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

It is essential to follow up newly engaged employees to ensure that they have settled in and to check on how well they are doing. If there are any problems it is much better to identify them at an early stage rather than allowing them to fester. (Armstrong, 2006)

2.3 Evaluation of the Recruitment and Selection Process

It is the evaluation of the success of the recruitment and selection process as well as use of competencies during the process. Its purpose is to ensure that the process is meeting the needs of the organization and complying with equal opportunity requirements.

2.4 Improving the Effectiveness of Recruitment and Selection

An HRM approach can be adapted to recruitment, which involves taking much more care in matching people to the requirements of the organization as a whole as well as to the particular needs of the job. Moreover, these requirements will include commitment and ability to work effectively as a member of a team. As described by Townley (1989), both followed a conscious recruitment policy with rigorous selection procedures. Aptitude tests, personality questionnaires and group exercises were used and the initial pre-screening device was a detailed "bio data"-type questionnaire, which enabled the qualifications and work history of candidates to be assessed and rated systematically. Subsequent testing of those who successfully completed the first stage was designed to assess individual attitudes as well as aptitude and ability. The need for a more sophisticated approach to recruitment along these lines is characteristic by HRM. The first requirement is to take great care in specifying the competences and behavioral characteristics required of employees. At the very least, structured interviewing techniques should be adopted. Wherever possible, psychological tests should be used to extend the data obtained from the interview. Well-planned and administered assessment centers are the best predictors of success in a job, but they are only practical for a limited number of more complex or demanding jobs or for selecting graduates and entrants to training programs.

2.5 Recruitment and Selection Process and Development of the Organization

Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success Jovanovich (2004). Due to the fact that organizations are always fortified by information technology to be more competitive, it is natural to also consider utilizing this technology to re-organize the traditional recruitment and selection process through proper decision techniques, with that both the effectiveness and the efficiency of the processes can be increased and the quality of the recruitment and selection decision improved.

A human resource information system is a system exploited to acquire, store, manipulate, analyze, retrieve, and distribute relevant information regarding an organization's human resources (Huselid, 1995). According to the above two authors indicates that the purpose of the system is to support human resource services from the strategic level down to the tactical and operational levels. Many decision-making problems, including recruitment and selection, are herein involved. The system facilitates automated or computerized procedures to solve the problems, and is of vital importance as an aggressive tool in the information age.

Researchers indicate that effective recruitment practices and policies enable boards to find the best candidate for their organization. The personnel function becomes especially important when recruiting and selecting new administrators. A critical role for human resource management is how to elicit positive reactions from candidates when discussing administrative roles. People without administrative experiences have negative perceptions and views of the role of the administrator. In attempts to attract and support individuals to the administrator's position it is necessary to identify what barriers prevent potential candidates from applying to the pool. Job complexity and workload are perceived by employees as the two considerations having had the greatest impact on the number of applicants for administrative positions.

Other factors include poor remuneration as it relates to demands and expectations of the job and lack of resources and support structures in. Many highly qualified, competent, and talented employees dismiss careers in administration because they do not want to sit in an office all day.

2.6 Factors Affecting the Selection Process

A permanent, standardized screening process could greatly simplify the selection process. However, development of such a process even if it were possible and desirable would not eliminate deviations to meet the unique needs of particular situation (Armstrong 2006).

2.6.1 Legal Considerations

Legislation, executive orders, and court decisions have a major impact on human resource management. It is important for hiring managers to see the relationship between useful and legally defensible selection tools.

2.6.2 Speed of Decision Making

The time available to make the selection decision can have a major effect on the selection process. Closely following selection policies and procedures can provide greater protection against legal problems; however, there are times when the pressure of business will dictate that exceptions be made.

2.6.3 Organizational Hierarchy

Different approaches to selection are generally taken for filling positions at different levels in the organization.

2.6.4 Applicant Pool

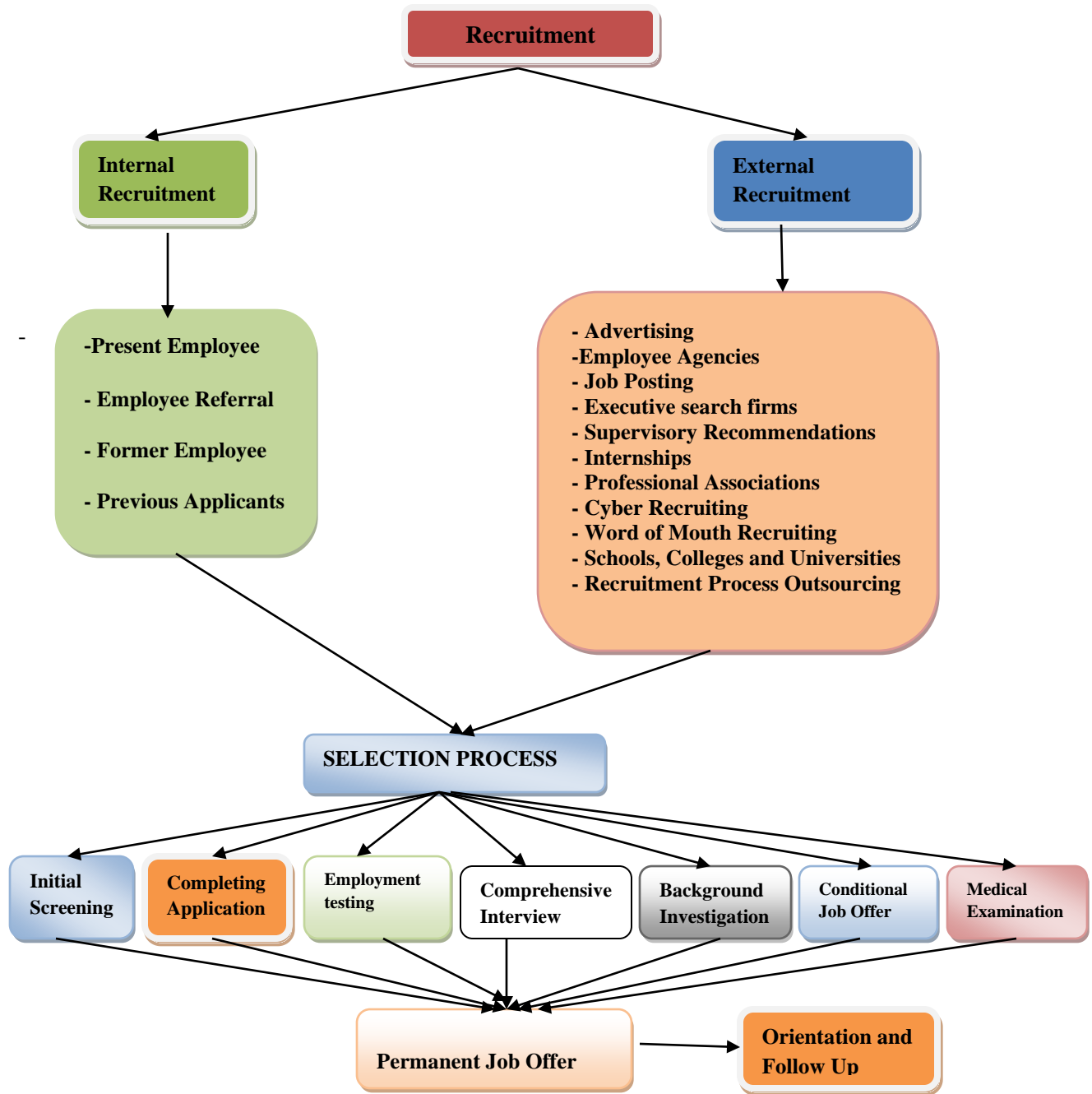
The number of applicants for a particular job can also affect the selection process. The process can be truly selective only if there are several qualified applicants for a particular position. The number of people hired for a particular job compared to the individuals in the applicant pool is often expressed as a selection ratio.

2.7 Conceptual Framework

Recruitment and selection is characterized finally by potential difficulties and it is necessary to keep abreast of development in research in this field. One of the assets of every institution is its employees. To engage and employee's services the employer needs to undertake recruitment by creating a pool of applicants, which mainly leads to the selection of qualified people to work in the institution. Recruitment and selection also has an important role to play in ensuring worker performance and positive institutional outcomes. Two main sources of recruitment was identified internal and external source of recruitment. The component of internal source of recruitment consists of transfers, promotions job posting and job bidding.

Whilst the external source of recruitment are advertisement, e-recruitment, employee referrals, employment agencies, labor office and educational and training establishment. Selection process followed recruitment which entails, initial screening, interview, reference check, selection test, job offer that mostly leads to organizational performance. The conceptual framework explaining recruitment and selection practices in organization as shown in figure.

Concept Diagram of Recruitment and selection



Source: Self developed June, 2019

Figure 1: Conceptual Framework

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

INTRODUCTION

This chapter focuses on the methodology adopted in conducting the study. According to Sharma (1992); “methodology refers to as system of principles and methods of organizing and constructing theoretical and practical activity”, similarly Macmillan Dictionary (2002), has defined methodology as the techniques and strategies employed within a discipline to manipulate data and acquire knowledge. And it describes the research design, sources of data, population and sampling, research instrument (data collection technique), administration of instrument and analysis of data.

3.1 Research Design

Research design is a blue print for selecting the sources and types of data relevant to the research questions. With regard to research application, the study employed both qualitative and quantitative ones. Nowadays mixed method is considered as a tool to triangulate the result of single approach through multiple methods (Johnston, 2010). A quantitative method was selected because it is viewed as an effective to gather large data and comprehensive issues at a specified period of time (Ngwenya, 2010). The quantitative technique was used by considering random draw of the population by using simple random sampling method for employees the questionnaires have been distributed to the respondents. Qualitative technique was used by conducting review of literatures, different books, magazines and articles with similar topics. After the required data were collected, it was processed, and analyzed using tables, graphs and pie charts. Microsoft Excel is used to convert the tables into charts and graphs.

For this study, descriptive research design was utilized to assess the recruitment and selection practice of United Bank S.C. Survey allows the collection of a large amount of data from a single population in an economic manner. Both primary and secondary data and questionnaire along with interview was administered.

3.2 Sources of Data

As indicated in the previous section, the study employed both qualitative and quantitative data. Since, using both types of data are vital to offset the limitations inherent with one method with the strength of other method (Creswell, 2003). The study used both primary and secondary data sources to get consolidated data so as to reach on concrete findings.

Primary data refers to information that is generated to meet the specific requirement of the investigation at hand. Primary data are gathered in the form of questionnaires from employees, and managers. The questionnaire contains close ended questions with 5 likert-scale (from strongly disagree to strongly agree) and distributed to the respondents. The questionnaires are distributed to employees and managers regardless of differences in age, education, gender, position in the organization, level of experience etc. The purpose of using questionnaire was to

identify and assess the effectiveness of the recruitment and selection practices of the United Bank S.C. A set of questionnaire was prepared with open ended as well as close ended questions. And it is also collected through in- depth interview with the concerned heads of human resource department of the bank to elicit their knowledge on recruitment and selection practices.

The primary sources of data were collected from the respondents currently working in United Bank S.C, Addis Ababa branches located in major areas namely Beklobet, Bole, Bole Medhanialem, Gotera, Lancia, Meskel Square, Misrak and Wello sefer branches.

And Secondary data is information that is collected for the purpose other than to solve the specific problem under investigation. The study also made use of secondary sources of data in collecting information which is obtained from annual reports, HR policy and procedures, HR manual, literatures, journals, previous researches, books, magazines, websites and articles on the topic. The researcher used the secondary data to supplement the primary data to enrich the findings of the study. This helped to identify how others have defined and measured key concepts, the data sources that of others used also helped to discover how this research project is related to other studies.

3.3 Research Population

The population is a group of individual who have one or more characteristics in common Kothari (2000). United bank had 233 Branches and 14 sub-Branch offices, out of which 122 branch offices are located in Addis Ababa and the other 111 branches, are in major towns of the country and the bank has 3,810 employees with managerial, clerical, non-clerical qualifications as of December 31, 2018. Out of these, the target population for this study was 675 employees of United Bank S.C. who's working at the head office and eight of its branches namely Beklobet branch, Gotera branch, Bole branch, Lancia Branch, Bole Medhanialem branch, Meskel square branch, Misrak branch and Wello-Sefer branch. These branches were selected due to their importance in providing valuable and relevant information to the study having longer time service/longevity at work and larger employee size for this reason the researcher believed that they provide full information about the overall employee.

The targeting/participants for sources of primary data via questionnaire & interview were employees of United Bank S.C. who's working at the head office and eight of its branches at different level of position. The participants for the interview case and some of the questionnaire were selected by using purposive sampling but most of the questionnaire respondents were selected by using simple random sampling technique.

3.4 Sample Size

According to Sarstedt (2017), Sampling has two major goals that sampling can achieve. The first one is establishing representatives of what was being studied and conversely to reduced bias. The second one was to be able to make interpretations from findings based on a sample to a larger

population from which that sample was drawn. And Babbie (2008), described sampling is the process of selecting observations. The two types of sampling are probability and non-probability sampling. The simple random sampling technique under the probability sampling was used to select respondents from various departments with the exception of the human resource department in this research. This is basically because the population will have an equal chance of being selected. Significantly, the purposive sampling technique, which is a non-probability sampling technique, was used to select respondents who deal directly with recruitment and selection from the Human Resource Department.

$$n = N \times \frac{z^2 \cdot p \cdot (1-p)}{e^2} \left[\frac{N-1 + \frac{z^2 \cdot X \cdot p \cdot X \cdot (1-p)}{e^2}}{N} \right]$$

$$= (675 * (1.96^2) * 0.5 * (1-0.5) / (0.05^2)) / (675 - 1 + ((1.96^2) * 0.5 * (1-0.5) / (0.05^2)))$$

$$= \underline{246}$$

The sampling size for the study was 246 employees from various departments, different age groups and from both genders. These includes human resource, trade finance, sales and operations, IT infrastructure management department, legal services department, credit analysis and appraisal department and employees at different levels.

3.5 Sampling Method

The sampling methods adopted for the study are simple random sampling (SRS) and purposive sampling method. In a SRS of a given size, all such subsets of the frame are given an equal probability. Furthermore, any given pair of elements has the same chance of selection as any other such pair. This minimizes bias and simplifies analysis of results. In particular, the variance between individual results within the sample is a good indicator of variance in the overall population, which makes it relatively easy to estimate the accuracy of results. Purposive sampling is used for interviewing the human resource department personnel's which are directly involved on recruitment and selection process.

3.6 Data-collection instruments

Both primary and secondary data sources were used for this study to obtain relevant information and due to the presence of opinion issues, use of interviews, questionnaires and secondary sources (triangulation method) was applied to make the interpretations argumentative.

The primary data was collected from the staffs of United bank of Ethiopia (Managerial/Administrative and Non-Managerial employees) through questionnaire and interviews for triangulation purpose. The secondary data collection was conducted from different books, internet search, articles, journals and reports from different sources are among others.

This helped to identify how others have defined and measured key concepts, the data sources that of others used and this helped to discover how this research project is related to other studies.

3.7 Administration of Instruments

Copies of the questionnaire were distributed to respondents at work places. After some time, the researcher went back and collected the answered questionnaires. The researcher explained the questions to the respondents thoroughly after copies of the questionnaire were given to them. The purpose of this was to help the respondents to understand the purpose of the research, and to do away with suspicions, partialities and also to be able to provide their independent opinions on the questionnaire items given them. To have a valid and reliable data, the researcher ensured that the questions were well formulated which allows error minimization.

3.8 Data presentation, interpretation and analysis

The data collected through the primary and secondary sources are interpreted, analyzed, and transformed to meaningful information by using tables, graphs and pie charts. Representations like tables and charts were used to ensure easy and quick interpretation of data. Microsoft Excel is used to convert the tables into charts and graphs. For this study, descriptive data analytical approaches were employed to analyze the recruitment and selection practices of the bank. The analyzed statistics included frequency distribution and percentages for each. This is not the first study in the world to use descriptive analysis to analyze data other researchers who employed the same methods including a work by Ishengoma (2011), Ahmad and Al-Zubi (2011), Ali and Akter (2010), Amaoko (2012), Nupur (2010), and Sonja (2010), just to remark some of them. A questionnaire was prepared in order to obtain information required. The quantitative approach is useful as it helps the researcher to prevent bias in gathering and presenting research data Creswell (2003), so in order to achieve the objectives of the study, primarily quantitative and lightly qualitative research approaches were used. The data were collected primarily through questionnaire that are self-administered.

CHAPTER FOUR DATA PRESENTATION AND ANALYSIS

4.1 Data presentation and Analysis

This part of the research is concerned with the presentation and data analysis of the gathered data through questionnaire and interview. The questionnaires and the interview are distributed among the head office and eight branches of the United Bank. There are two groups of respondents: - Human Resource managers and employees at different departments are subjects of the study.

A total of 246 questionnaires in United Bank head office and eight branches are distributed to randomly selected employees. From the total questionnaires 233 of them are for employees in different departments and 13 are distributed for managerial level staffs in human resource department. Only 229 questionnaires are filled and returned. The rest 17 are failed to return from the employees in different departments. Accordingly, I used the filled and returned questionnaires to present and analyze the data. I also used interview conducted with the recruitment management manager in addition to the questionnaires. The gathered statistical data and its interpretation are presented as follows.

4.1.1 Gender distribution

To start with, it is important to assess the participation and EEO of both genders in United Bank.

Table 1: Gender Table

Gender Particular	Number of Response	Percentage of response
Male	134	58.62
Female	95	41.38
Total	229	100

Source: Compiled from the questionnaires

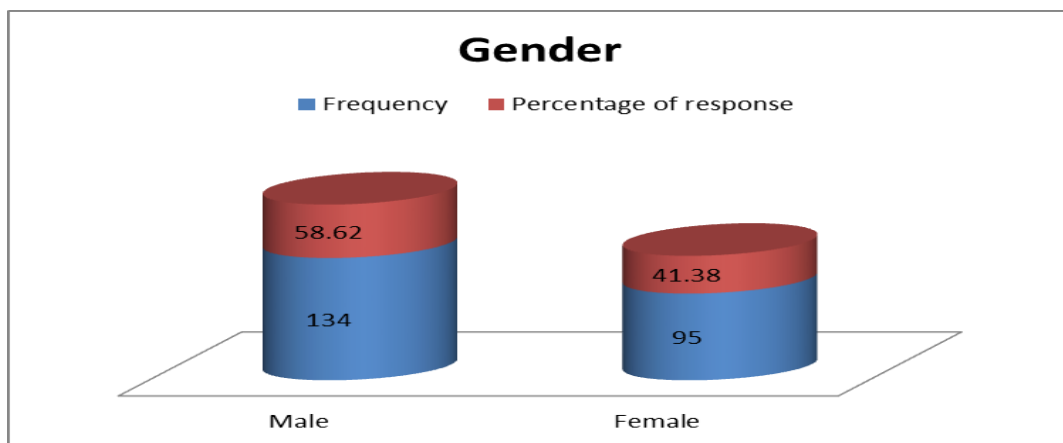


Figure 2: Gender of employees

In this regard, as the above table 1 shows, respondents are asked about their gender in United Bank, 58.62% of the sample respondents are Male and 41.38% of the respondents are Female.

Based on the information, the researcher can infer that the majority of respondents are male. This implies that the organization needs to encourage females to give equal employment opportunity.

4.1.2 Age group

This analysis is helpful in order to assess the employees' age in United Bank.

Table 2: Age Groups

Age Groups	Number of response	Percentage of response
18-24	18	7.78
25-30	61	26.72
31-35	75	32.76
36-40	49	21.55
41-45	10	4.31
46-50	16	6.90
Total	229	100

Source: Compiled from the questionnaires

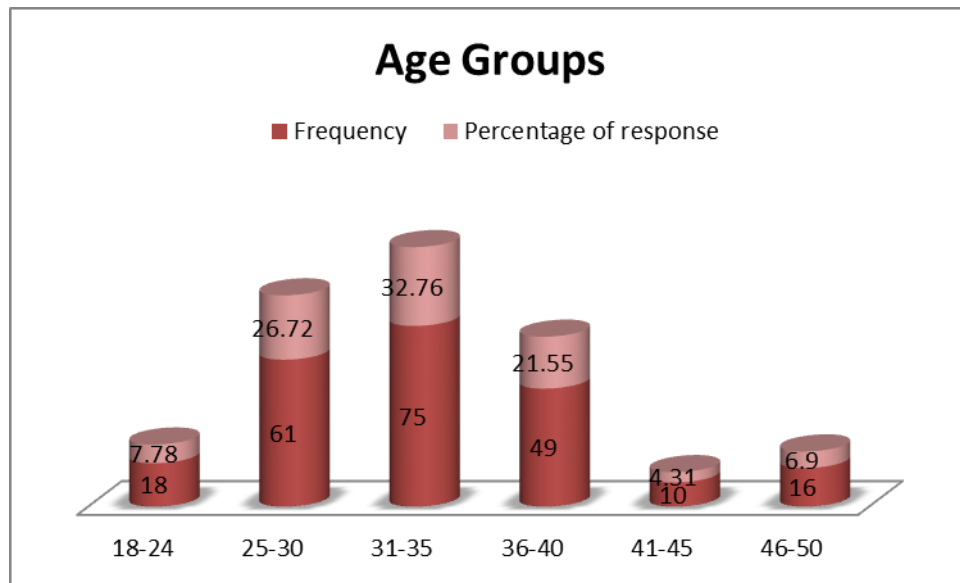


Figure 3: Age groups of employees

In this regard, as the above table 2 shows, respondents are asked about their age in United Bank. Out of the total sample respondents 7.78% are between 18-24 years of age, 26.72% of them are between 25-30 years of age, 32.76% of them are between the age of 31-35 years of age, 21.55% of them are between 36-40 years of age, 4.31% of them are between the age of 41-45 years of age and 6.90% of them are ranging between 46-50 years of age.

Therefore, almost 67.26% of current employees of United Bank are between the age group of 18-35 years. This shows that most of the respondents are in the productive age so that they can contribute a lot for the success of the bank.

4.1.3 Length of service

This analysis is so important because it shows the length of service the employee has or the work knowledge of employees which helps the company to be profitable by providing quality work for the customers.

Table 3: Length of Service

Length of Service	Number of Response	Percentage of Response
0-5	91	39.65
6-10	100	43.97
11-15	26	11.21
16-20	10	4.31
21-25	2	0.86
26 and Above	-	-
Total	229	100

Source: Compiled from the questionnaires

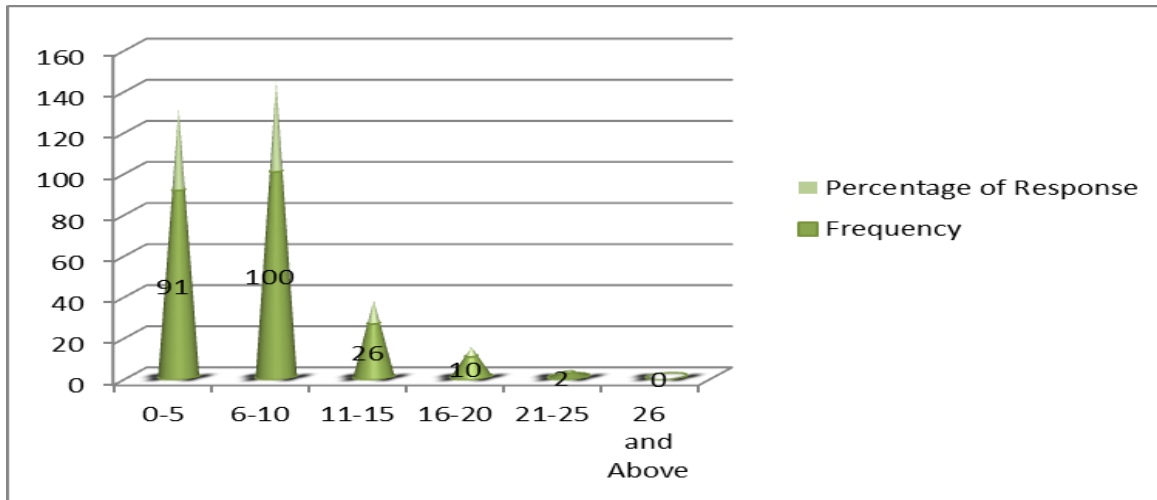


Figure 4: Length of service of employees

In this regard, as the above table 3 shows, respondents are asked the length of service in United Bank. Out of the total sample respondents 91 (39.65%) have less than 5 years' service, 100 (43.97%) respondents between 6-10 years' service, 26 (11.21%) respondents between 11-15 years services, 10 (4.31%) respondents between 16-20 years services, 2 (0.86%) respondents between 21-25 years of services, and no respondents have 26 and above years of service experiences. Depending on the respondent's response, almost 191 (83.62%) employees have a service time of 0-10 years. In general, 38 (16.38%) of respondents have a service length of more

than 11 years. This shows that most of United Bank employees have less length of service and less beneficiary of the long duration of employees in the bank since they are new entrant and high turnover in the banking sector. This implies that it incurs costs for new employee recruitment.

4.1.4 Level of Education

It is clear that one way of knowing employees qualification is assessing their educational background, in order to provide quality service for customers and to be able in achieving the objective as well as the profitability of the company, which I call it a life blood of the company.

Table 4: Level of Education

Level of Education	Number of Response	Percentage of Response
Below 12 th grade	-	-
12 th grade completed	4	1.72
Certificate in any field	-	-
Diploma in any field	26	11.21
Degree	154	67.24
Masters	43	18.97
PHD	2	0.86
Total	229	100

Source: Compiled from questionnaires

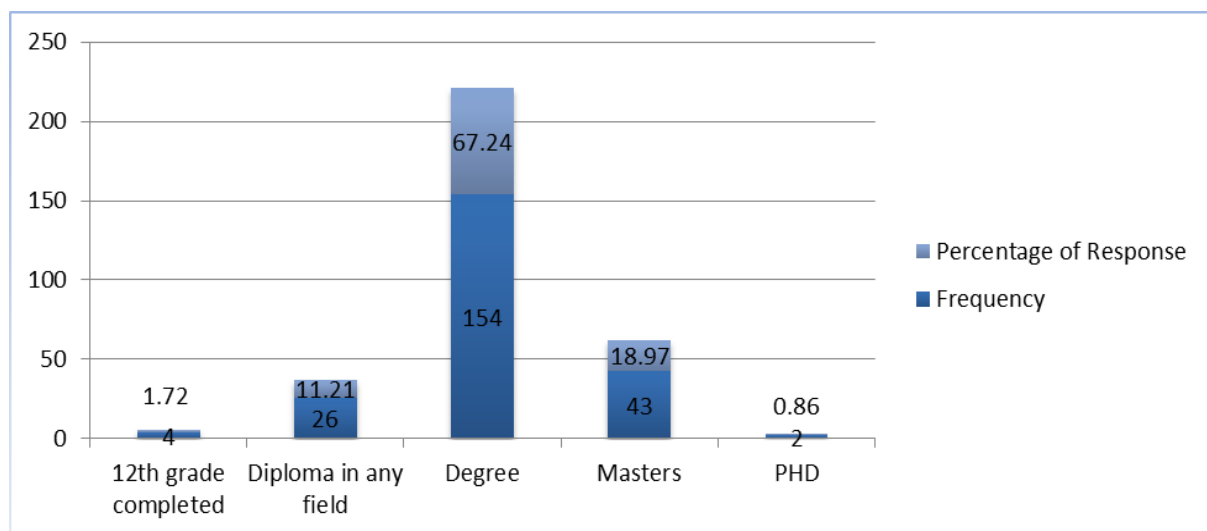


Figure 5: Level of education of employees

In this regard, as the above table 4 shows, respondents are asked their level of education. Out of the total sample respondents 1.72% are 12th grade completed in their educational level, 11.21% of respondents have a diploma holder in their educational level, 67.24% of respondents have a

degree level in their education, 18.97% of respondents have a Masters level and 0.86% of respondents have PHD in their education.

Based on the respondents' response, above 67.24% of the employees have got a degree level and above in their academic achievement. This indicates that United Bank selection is based on the educational competency of the employee and these well-educated staffs can contribute a lot for the success of the organization.

4.1.5 Recruitment and Selection Practice

In this section responses obtained on the general consideration of recruitment and selection were presented and interpreted.

Table 5: Recruitment and Selection Practices

No	Statement	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	UB has clear policy and procedure of recruitment and selection	26	11.4	50	21.8	55	24.0	37	16.2	61	26.6	229	100
2	Vacant positions usually filled by recruiting a new employee.	18	7.9	69	30.1	74	32.3	40	17.5	28	12.2	229	100
3	HR Department strictly follows the policy and procedure in relation to staff selection.	21	9.2	33	14.4	38	16.6	67	29.3	71	31.0	229	100
4	The selection procedure is nondiscriminatory regarding gender, appearance, race, & political affiliation.	26	11.4	44	19.2	42	18.3	55	24.0	62	27.1	229	100
5	The need for the new recruitment always comes from human resources planning.	30	13.1	67	29.3	80	34.9	25	10.9	27	11.8	229	100
6	UB performs job specification, & job description before advertising vacancies.	23	10.0	40	17.5	48	21.0	74	32.3	44	19.2	229	100

Source: Compiled from questionnaires

As shown in the above table the first statement is regarding UB has clear policy and procedure of recruitment and selection majority of the respondents which is 26.6% of the them are strongly

disagree about there is policy and procedure of recruitment and selection, followed by 24.0 % and 21.8 % of respondents who are not sure about it and agree respectively. On the other hand 16.2% of the respondents disagree and 11.4% of them strongly agree that UB has a clear policy. Hence, from this figure the researcher can conclude that the majority of the respondents are not aware whether UB has clear recruitment and selection policy or not. From the interview with the staff members under the Human Resources Division or they also call it “human capital business and operation” that UB has clear policy which is practiced by Human Resources manual under article 4. Thus, the researcher can say that UB has policy which the staff members are not aware of it, this can be an indication of lack of transparency in recruitment and selection practices, and in addition, the necessary periodic refreshment trainings about the internal policy and procedure of the organization are not being given.

The second statement is on the factor vacant positions usually filled by recruiting external employee which is raised to understand whether especial consideration is given for internal staff members or not. Accordingly, the above summary table shows majority of the respondents 32.3% which are not sure followed by about it 30.1% of them are Agree and 17.5% of them who are disagree. On the contrary, 12.2% of the respondents strongly disagree and 7.9 % of them strongly agree about it. Therefore, from this we can conclude that UB doesn't give priority for its internal staff members, this might create a firm may incur both short and long run costs. In the short run, morale may degenerate; in the long run, firms with a reputation for consistent neglect of in-house talent may find it difficult to attract new employees and to retain experienced ones.

The third statement is about whether HR Department strictly follows the Human Resources Policy and Procedure in relation to staff selection practice or not. Accordingly, as indicated in the above table the respondents which are 31.0 % and 29.3% of respondents who are strongly disagree and disagree about it followed by 16.6% and 14.4% are neutral and agree. On the other hand there are 9.2% of the respondents are who strongly agree that the unit follows the policy and procedure. Here it can be conclude that the majority of the respondents are not aware about the policy or they are not satisfied by the HR unit activity inline the proper practicing of the staff selection activities, possible reasons for this dissatisfaction are lack of consistency at implementation, lack of credibility, lack of transparent procedure at every step and alike. From the interview with the HR staff members it was learned that UB has clear policy of staff selection which is being practiced. However, there might be very rare inconstancy case due to work overload of the unit, in relation to this it was also mentioned that the staff members in the human resources unit are always engaged with the routine and unplanned activities, that couldn't allow them to do the recruitment and selection practice strategically.

The fourth statement shows the summary of respondents' response on the factor the selection procedure is nondiscriminatory regarding gender, appearance, race, political affiliation. Accordingly, majority of the respondents, which is 27.1%, strongly disagree that The selection procedure is nondiscriminatory followed by 24.0% respondents who are disagree about it and 19.2% and 18.3% respondents are agree and not sure respectively. And at last 11.4% respondents

strongly agree. Therefore, based on the information the researcher can conclude that the selection procedure is discriminatory regarding gender, appearance, race and nepotism. This lead to an organization can't get right candidates. However, in the interview accordingly to human resource manual equal opportunity for employment shall be provide to all candidates under article 1.5 and systematically favor women and minorities in hiring and promotion decisions.

The fifth statement is summary of respondents' response on the factor the source for new recruitment was also tried to be investigated with statement the need for new recruitment always comes from Human Resources Planning. Accordingly, Majority of the respondents 34.9% of them not sure about the case followed by 29.3% of the respondents who are agree about it and 13.1% of the respondents who strongly agree. On the other hand, there are 10.9% and 11.8% of respondents who disagree and strongly disagree. And also from interview they believe recruitment is initiated by HRP this implies UB lead to have a strategic recruitment and selection policies.

The last statement about UB performs job description, and job specification. Accordingly, majority of the respondents 32.30% of them are disagree about it and followed by 21.0% of the respondents who are not sure and 19.2% of them who strongly disagree. 17.5% of the respondent are agree and on the other hand, 10.0% of the respondents are strongly agree. Even though the HR manager interviewed and said, before hiring any new employee the desirer division in association with HR division fixes job description for each post. However, from the above statement we can understand that UB doesn't consistently perform job description and job specification before advertising vacancies this implies that it will be difficult to fix employee duties and responsibilities.

4.1.6 Methods of recruitment

There are a number of methods that can be used to recruit candidates. Some of them are like job posting, personal records, skill inventory, job advertisements (like using newspaper, notice board and alike), college recruiting, unsolicited applicant, employee referrals and employment agencies are among them. This analysis is helps to see how the organization disseminates information for the potential candidates to apply for the vacant post.

Table 6: Method of Recruitment

Method of Recruitment	Number of Response	Percentage of Response
University/ Campus Recruitment	6	2.59
Newspapers	178	77.59
Internal Notice	4	1.72
Recommendations by existing Employee	4	1.72
Word of mouth	8	3.45
Electrical advertisement (Internet service)	30	12.93
Total	229	100

Source: Compiled from questionnaires

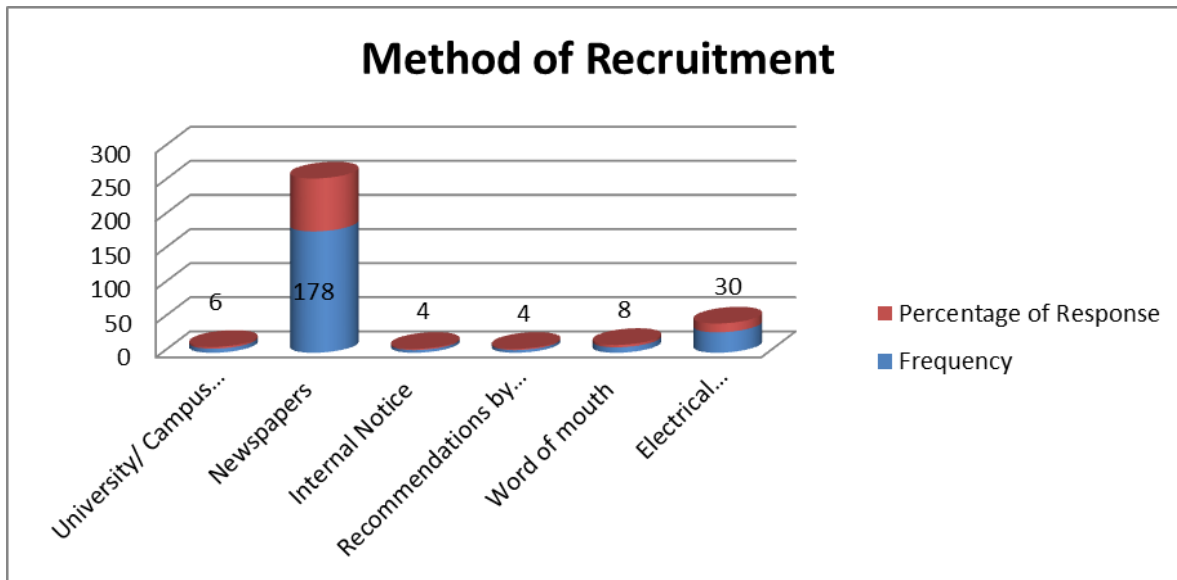


Figure 6: Method of recruitment

In this regard, as the above table 5 shows, respondents are asked the method of recruitment they used to apply for the post in United Bank. Out of the total sample respondents 6 (2.59%) of the respondents gets the recruitment information by university/campus recruitment to find their job, 178 (77.59%) of the respondents gets the recruitment information by following up newspapers to find their job, 4 (1.72%) of the respondents are following up internal notices to get their new job post, 4 (1.72%) of the respondents are finding their job by recommendations of existing employee to get their job, 8 (3.45%) of the respondents gets the recruitment information from word of mouth to find their job, 30 (12.93%) of the respondents gets the recruitment information from electrical advertisements like internet service to find their job.

Based on the respondents response, 178 (77.59%) of the respondents have got the recruitment information fetched mainly through newspapers. Both the interview of the recruitment manager of United Bank as well as the employees filled questionnaires showed me that especially they are only using Amharic Reporter for external applicants and they are disseminating the information through job portals for internal applicants. And this shows that they should use E-recruitment method to reduce the work load of the recruiter and also to be accessible for the recruited.

4.1.7 Vacancy Advertisement

Vacancy advertisements may be the first impression of a company for many people, and the first impression the firm makes goes a long way to determining interest in the job opening being advertised. Vacancy advertisements typically should have a uniform layout and contain the major elements: In this section responses obtained on the UB vacancy advertisement practices presented and interpreted.

Table 7: Vacancy Advertisement Practices

No	Statement	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	The vacancy advertisement provides sufficient information about the job.	26	11.4	95	41.5	30	13.1	49	21.4	30	13.1	229	100
2	The media used for the job vacancy advertisement is well known and have large coverage.	37	16.2	78	34.1	46	20.0	37	16.2	31	13.5	229	100
3	The application process for open vacancies is very easy, Efficient and courteous for all applicants.	21	9.2	67	29.2	78	34.1	40	17.5	23	10.0	229	100
4	Most of the time there is enough number of applicants pool from vacancy advertisements	39	17.0	79	34.5	67	29.3	28	12.2	16	7.0	229	100
5	The vacancy advertisement has its own consistent format which is applicable to all type of job vacancies.	28	12.2	65	28.4	71	31.0	42	18.3	23	10.0	229	100

Source: Compiled from questionnaires

The first statement shows the summary of respondents' response on the factor the vacancy advertisement provides sufficient information about the job. Accordingly, out of 229 respondents' majority of the respondents, which is 41.5%, agree that the vacancy advertisement provides sufficient information about the job followed by 21.4% respondents disagree about it and 13.1% respondents strongly disagree and not sure about it that the vacancy provides sufficient information and 11.4% of the respondent strongly agree. Therefore, based on the information we can conclude that the vacancy advertisement of UB has provided sufficient information about the job and it contains the major elements. Also it is mentioned under human resource article 2.4. This lead to the candidate can get full information about vacancy and it's easy for the organization when knows the candidates before they apply.

The second item is the summary of respondents' response on the factor the Medias that are used for the job vacancy advertisement are well known and have large coverage. Accordingly, out of 229 respondents those who are agree which are 34.1% respondents for each which holds the majority number from the respondents, followed by 20.0% respondents who are not sure about the case and those who are strongly agree and disagree have the same number which is 16.2%

respondents and at last there are only 13.5% respondents who strongly disagree. Therefore, from the researcher can conclude that the Medias that are used for the vacancy are well known and have large coverage so that UB has the possibility to get large number of applicant's pool from its vacancy advertisement. And also from the interview they have the same idea.

The third statement is on the summary of respondents' response on the application process for open vacancies is very easy, efficient and courteous for the candidates. Consequently, out of 229 respondent's majority of them, 34.1% not sure that the application process is very easy, efficient and courteous for the applicants followed by 29.2 % respondents who are agree about the case and 17.5% respondents who disagree and 10.0% and 9.2% respondents are strongly disagree and strongly agree. Hence, from this we can also conclude that the application process of UB is not easy, efficient and courteous for the candidates/ Applicants. Therefore, since every willing applicant cannot submit his/ her application easily it can difficult for applicants and for organization may not get qualified candidates.

The fourth statement is about the application pool. Consequently, for the point most of the time there is enough number of applicants pool from vacancy advertisements majority of them 34.5% agree, that there is enough number of applicants pool from vacancy advertisement, followed by 29.3% respondents who are not sure about the case, and 17.0% respondents who are strongly agree, finally there are also 12.2% respondents who are disagree and 7.0 % respondents are strongly disagree. Hence, from this the researcher can also conclude that most of the time there is enough number of applicants pool from vacancy advertisements therefore, has no as such problem in having enough number of applicants pool for one position. From the interview, the staff attraction mechanisms that UB uses is its image to attract new staff that is UB is striving to be the leading private bank in terms of number of branches, capital, profit and revenue as well as aspiring to be one of the top 5 private banks in east Africa that helps to attract employees.

The last statement is on the factor, the vacancy advertisement has its own consistent format which is applicable to all type of job vacancies. Consequently, out of 229 respondents majority of them, 31.0%, are not sure about the format whereas 28.4% agree and 18.3 % of them disagree and 12.2% are respondents who are strongly agree and the last 10.0% are strongly disagree that the vacancy advertisement doesn't have a consistent format. Hence, from this the researcher can conclude that even though UB has a format for its vacancy advertisement they may not be consistently used or it is not applicable to all type of positions this implies that if it's not easy for candidates, it's more critical to organizational success whilst those without qualification employed.

4.1.8 Selection Test

Testing is an important device of screening employees for further selection, accordingly in this section responses obtained on the selection test practice were presented and interpreted.

Table 8: Selection test

No	Statements	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	The selection test was relevant to the job you have applied at your first employment in UB?	30	13.1	72	31.4	55	24.0	51	22.3	21	9.2	229	100
2	The selection tests were administered strictly not to create room for irregularities.	7	3.1	55	24.0	95	41.5	53	23.1	19	8.3	229	100
3	Selection questions were appropriate to measure the knowledge, skills and abilities that are required for the open position.	19	8.3	53	23.1	74	32.3	51	22.3	32	14.0	229	100

Source: Compiled from questionnaires

As shown in the above table the first statement is about the relevancy of the applied selection test on the first employment. Accordingly, summary of respondents' response on the factor that the selection tests were relevant to the job you have applied at your first employment in UB Shows out of 229 respondent's majority of them, 31.4%, are agree about case followed by 24.0% who are not sure about it, and 22.3% who disagree about it and 13.1% who strongly agree on the other hand finally there are also 9.2% respondents who strongly disagree. Hence, from this we can also conclude that most of the time selection tests are relevant to the job this implies UB can get a qualified employee for one position.

The second statement is on the factor that the selection tests were administered strictly not to create room for irregularities. Accordingly, majority of the respondents 41.5% who are not sure about it and followed by 24.0% of the respondents who agree and 23.1% who disagree and 8.3% respondents who are strongly disagree. On the other hand, there are 3.1 % of respondents who strongly agree. From this we can understand that there is a gap in the test administration practice of UB which needs strict attention.

The last statement is on the appropriateness of selection questions to measure knowledge, skills and abilities of open positions. Accordingly, respondents' response on the factor that Selection questions were appropriate to measure the knowledge, skills and abilities that are required for the open position indicates out of 229 respondents, 32.3%, are not sure about case followed by 23.1% who are agree about it, and 22.3% who disagree about it and 14.0 % respondent who

strongly disagree .On the other hand, there are also 8.3% of the respondents who are strongly agree. Hence, from this we can conclude that selection questions are not appropriate to measure the knowledge, skills and abilities that are required for the open position this implies that it's difficult to choose the right candidates.

4.1.9 Conduction of Selection Interview

This Section responses obtained on AB interview practice were presented and interpreted.

Table 9: Interview Practices

No	Statements	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	There is always structured interview to address consistent question for each candidates.	35	15.3	28	12.3	58	25.3	39	17.0	69	30.1	229	100
2	You were asked about the knowledge, experience and characteristics, interest that are relevant to the open position.	24	10.5	85	37.1	55	24.0	44	19.2	21	9.2	229	100
3	The type of interview was group interview when you were recruited.	21	9.2	44	19.2	39	17.0	65	28.4	60	26.2	229	100
4	The interview was very interactive and you were given a fair and thorough hearing on your first interview.	30	13.1	69	30.1	60	26.2	35	15.3	35	15.3	229	100

Source: Compiled from questionnaires

The first statement Accordingly, the summary of respondents' response on the factor there is always interview protocol/Structured interview to address consistent question for each candidates shows out of 229 respondents, 30.1%, are not sure about the case followed by 25.3% respondents who are agree about it, and 17.0% who are disagree about it and 15.3% respondents who are strongly agree .On the other hand, there are also 12.3% respondents who strongly disagree. Hence, from this we can conclude that most of the time is no structured interview which is able to address consistent question for each candidates. This implies it's difficult to assess applicants for United Bank and its inconsistency.

The second statement is on respondents' response on the factor you were asked about the knowledge, experience and characteristics, interest that are relevant to the open position.

Consequently, out of 229 respondents, 37.1%, are agree about case followed by 24.0% respondents who are not sure about it, and 19.2% who disagree about it and 10.5% who strongly agree.

On the other hand, there are also 9.2% respondents who strongly disagree. Hence, from this the researcher can conclude the interview making the interviewee at ease and may get potential candidates.

The third statement is on the type of interview, to identify whether it is group interview or one to one. Accordingly, respondents' response on the factor type of interview was group interview when you were recruited shows out of 229 respondents 28.4% and 26.2% of respondents who are disagree and strongly disagree respectively followed by 19.2% of the respondents who are agree and 17.0% of the respondent who are not sure about it. On the other hand 9.2% of the respondents strongly agree. Therefore from this we can conclude that the interview is not group interview this implies less formal and where probing question are forwarded.

The last statement is about the interview environment, accordingly, summery of respondents' response on the factor the interview was very interactive and you were given a fair and thorough hearing on your first interview indicates out of 229 respondents, majority of the respondents, 30.1%, agreed that the interview was very interactive followed by 26.2% of the respondents who are not sure and those who are disagree and strongly disagree have the same number which is 15.3% respondents. On the other hand 13.1% of responds who strongly agree. From this the researcher can conclude that most of the time the interview creates friendly environment for interviewees. This implies that it create more effective your recruitment process be.

4.1.10 Pre-Employment Checkup

This section responses obtained on Pre-employment practice were presented and interpreted.

Table 10: Pre-employment checkup practices

No	Statements	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	Minimum three reference were checked when you were recruited.	14	6.1	60	26.2	65	28.4	51	22.3	39	17.0	229	100
2	You were requested to go through medical checkup when you were recruited.	99	43.2	60	26.2	39	17.0	12	5.3	19	8.3	229	100

Source: Compiled from questionnaires

As indicated in the above table, the first statement shows the summary of respondents' response on the factor minimum three references were checked when you were recruited.

Consequently, out of 229 respondents, 28.4%, are not sure about case followed by 26.2% respondents who are agree about it, and 22.3% who disagree about it and 17.0% respondents who are strongly disagree . On the other hand, there are also 6.1% respondents who strongly agree. Hence, from this the researcher can conclude that most of the time reference is not consistently checked that lead to may not get further information that verify accuracy and objectivity of applicants credentials and claims. However from interview with HR representative specify that most of the time references checked for high level position.

The second statement is regarding the entry on duty medical checkup, accordingly as shows in the above summary of respondents’ response on the factor you were informed to go through Medical Checkup when you were recruited indicates out of 229 respondents, majority of the respondents which is 43.2% strongly agree followed by 26.2% of respondents who are agree about it and 17.0% and 8.3% respondent are not sure about it and strongly disagree about it respectively on the other hand 5.3% of respondents who disagree. Accordingly from this figure the researcher understand that UB is conducting entry on duty medical assessment when new employees are recruited. Also UB article 2.8 b medical examination results and police report obtained during recruitment phase. This implies the employee is physically and mentally capable to perform the work.

4.1.11 Orientation and Induction

Table 11: Selection Test Practices

No	Statements	Strongly Disagree		Agree		Neutral		Disagree		Strongly Disagree		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	You were informed about the vision, mission, and goal of UB.	42	18.3	69	30.1	83	36.3	23	10.0	12	5.3	229	100
2	You were introduced about your job immediately after you were selected.	35	15.3	69	30.1	65	28.4	42	18.3	18	7.9	229	100
3	You were introduced to your co-worker in the UB.	32	14.0	86	37.5	59	25.8	41	17.9	11	4.8	229	100

Source: Compiled from questionnaires

The first statement accordingly, the summary of respondents’ response on the you were informed about the vision, mission, and goal of UB shows out of 229 respondents, 36.3%, are not sure about the case followed by 30.1% respondents who are agree about it, and 18.3% who are

strongly agree about it and 10.0% respondents who are disagree .On the other hand, there are also 5.3% respondents who strongly disagree. Hence, from this we can conclude that the practice of orienting new recruits about the vision, mission and goal tends to be not effective this lead to disruption and create recurrent cost such as the costs of obtaining replacements, induction cost (Armstrong, 2009)

The second statement accordingly, the summary of respondents’ response on the you were introduced about your job immediately after you were selected shows out of 229 respondents, 30.1%, are agree about the case followed by 28.4% respondents who are not sure about it, and 18.3% who are disagree about it and 15.3% respondents who are strongly agree. On the other hand, there are 7.9% respondents who strongly disagree hence, from this we can conclude that the majority of respondents, showed that the introduction about their job immediately this obtain effective output from the new employee in the shortest possible time (Armstrong, 2009).

The last statement accordingly, the summary of respondents’ response on the you were introduced to your co-worker in the UB, shows out of 229 respondents, 37.5%, are agree about the case followed by 25.8% respondents who are not sure about it, and 17.9% who are disagree about it and 14.0% respondents who are strongly agree. On the other hand, there are 4.8% respondents who strongly disagree hence, from this we can conclude that the majority of respondents introduce to their co-workers. Therefore, this establishes quickly favorable attitude to the organization in the mind of new employees.

4.1.12 Selection Decision

Selection decision is the final decision on selecting the preferred candidate. Accordingly, in this section responses obtained on selection decision were presented and interpreted.

Table 12: Selection Decision

No	Statements	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	There is always the immediate supervisor of the recruit at the time of selection decision.	28	12.2	72	31.4	62	27.1	46	20.1	21	9.2	229	100
2	Selection decision is always done based on the average/aggregate result of the selection panel.	23	10.0	67	29.3	74	32.3	42	18.3	23	10.0	229	100

Source: Compiled from questionnaires

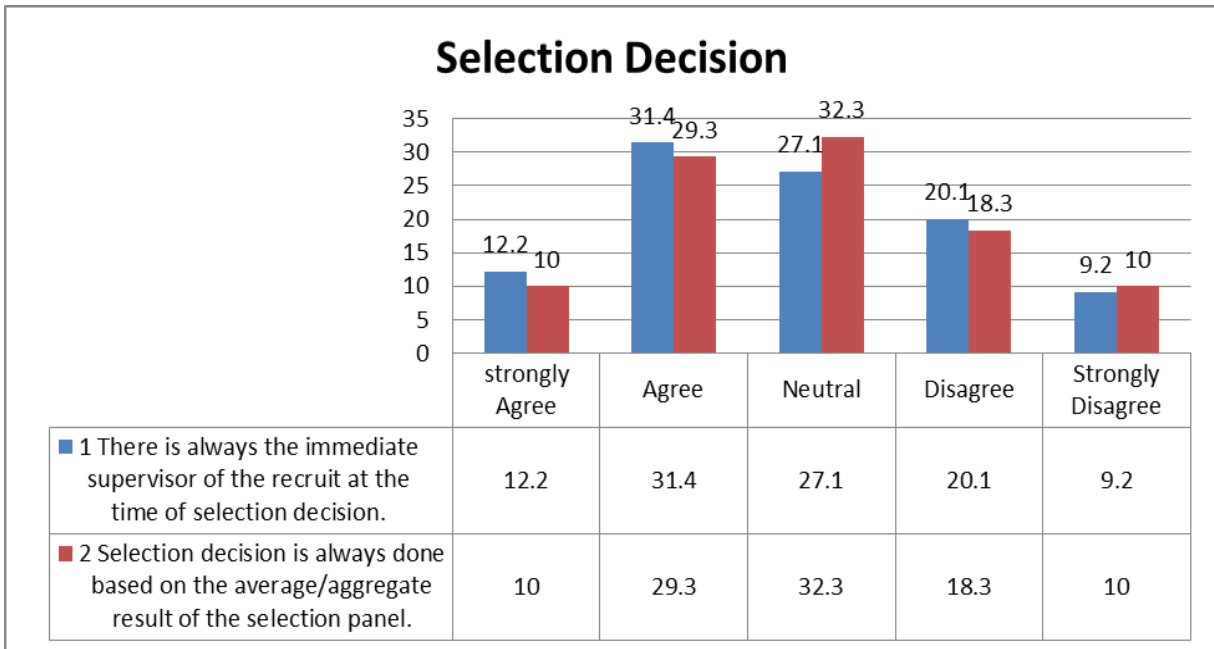


Figure 7: Selection Decision

As captioned in the above table the first statement is regarding the involvement of the recruit immediate supervisor on selection decision. Accordingly, the summary of respondents' shows out of 229 respondents, 31.4% , are agree about case followed by 27.1% who are not sure about it, and 20.1% who disagree about it and 12.2% respondent who strongly agree .

On the other hand, there are also 9.2% respondents who strongly disagree. Hence, from this we can conclude that even though it is not consistently followed most of the time immediate supervisors are involved at the time of selection decision this imply United bank does not use fair selection decision and it's difficult to get qualified employee.

The second statement is on the factor selection decision is always done based on the average / aggregate result of the selection panel members. Accordingly, out of 229 respondents, majority of the respondents, 32.3%, not sure about it followed by 29.3 % of the respondents who are agree and 18.3% of respondents who disagree the case and those who are strongly agree and strongly disagree have the same number which is 10.0% respondents. Accordingly form this we can conclude that most of the time selection decisions are not made based on the average result of the selection panel members this implies inappropriate selection decision invalidate reward and development strategies.

4.1.13 Challenges

A common problem in recruitment and selection is poor HR planning .the key goal of HR planning to get the right number of people with right skills, experience and competencies in the right jobs at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the

information about the labor market are important in recruiting and deploying appropriate employees at the right time. The major challenge facing in UB in its recruiting and selection practice is lack of key talents in the job market for specialized area like in consultant and information technology area.

There are various factors which affect recruitment and selection practices of any organization. For that reason, responses obtained from the challenges / factors affecting staff selection practices are presented.

It was learnt that the unit has been understaffed since long period of time and they consider this as one of the internal challenge that hinder them for consistency. From interview with the staff members under the Human Resources unit it was learned that UB has clear policy.

Thus, we can say that UB has policy which the staff members are not aware of it; this can be an indication of lack of transparency in recruitment and selection practices and a major challenge for United Bank.

In addition, the bank faces challenges in acquiring competent candidates; and also faces delays with respect to the standard time of recruiting new employees due to shortage of manpower in the market for some specific positions like consultants, lack of qualified and experienced peoples in the market for higher level posts, this leads to spend higher cost for consultancy and for the employee training program. And last government policy (National Bank of Ethiopia) restricted different policy are the challenges which are discovered. According to the human resource directorate head the bank faces challenges in finding competent employees and the recruitment method also delays the standard time to recruitment and selection applicants, which in turn affects organizations performance.

4.2 Discussion

UB's Recruitment and Selection Procedure In Comparison With Scholarly Written Practices

The study tried to analyze further the HR recruitment and selection practices of the bank on the basis of Decenzos' best practice of recruitment and selection procedure. These practices are discussed in detail in the literature review of this study.

4.2.1 Job Analysis and Recruitment Plan

As per Decenzo (2005) Job analysis is a systematic exploration of the activities within a job. It is a technical procedure that is used to define the duties, responsibilities and accountabilities of a job. This analysis defines and documents the duties, responsibilities, and accountabilities of a job and the conditions under which a job is performed. While recruitment plan contains the number and types of employees required to cater for expansion or new developments, sources of candidates, plans for tapping alternative sources and how the recruitment program will be conducted.

Even though it is not clearly stated on the recruitment and selection procedure of the bank, job specification is made by the line manager of the process (department) which requests the hiring of new employees. But the HR team leader is the one that checks and verifies whether the vacancy is prepared per the job specification. The bank's recruitment and selection procedure doesn't clearly state the recruitment plans. But, it states that the first step of the recruitment and selection process is additional staff need request.

Therefore this shows that the bank needs to clearly state the job analysis process and its outcomes on the recruitment and selection documents. In addition to that, the recruitment plan needs to be vividly stated.

4.2.2 Attracting Candidates

The scholarly written procedure states that attracting the best candidates is very critical to organizational success because it's a matter of identifying, evaluating and using the most appropriate source of applicants. The ideal recruitment effort attracts a satisfactory number of qualified applicants. An organization can attract applicants through its image, job attractiveness or simply benefits.

Based on the recruitment and selection procedure, the bank first gives priority for internal sources to recruit employees by using internal notice and job portals but if there is no employee that is qualified for the job, the vacancy will be announced for the external sources. The HR directorate also mentioned on the interview that the job advertisement will be handed over to the one and the only press agency (Reporter newspapers) by HRM officer immediately after finalizing the advertisement preparation.

The bank mainly uses newspapers and job portals to advertise the job vacancies.

Applicants shall submit applications in person or via internet to the HR team for a minimum of 5 working days after the first date of announcement.

Thus when comparing the bank's procedure with the scholarly written procedure, UB's procedure does not state any strategy which highlights the banks strength so that they can attract employees to apply for vacancies. In addition to this the bank should use different types of job advertisements in order to attract a sufficient number of candidates specially E-Recruitment method.

4.2.3 Selection of Candidates

The subsequent step next to attraction of employees is, selecting candidates that are best fit to the organization by sifting applications, interviewing, testing, assessing candidates, offering employment, obtaining references; and preparing contracts of employment.

Comparing the scholar written procedure with the UB's procedure the bank follows the following steps in selecting candidates. As per Decenzo (2005) the selection methods must be chosen based on criteria's like reliability, validity, utility, acceptability and legality.

Unfortunately the bank's procedure does not mention the basis for selecting the selection criteria.

Step 1- Initial Screening

It is the first step in the selection process whereby job inquiries are sorted. The applicants credentials are compare with the recruitment position as per the job specification. An organization initiates a preliminary review of potential acceptable candidates (Decenzo, 2005).

Based on UB's recruitment procedure After the work of attracting employees is done the human resource officer undertakes a preliminary screening of applicants based on the requirements of the vacancy announcement and prepares summarized report and forwards it to the human resource team leader. The number of applicants shortlisted for written exam is decided based on the number of vacant post to be filled. The human resource officer and its department will communicate the short listed applicants to inform them about the date and venue of the exam.

Therefore when comparing the bank's process with the scholarly written policy, the bank is applying the initial screening practice in a good manner.

Step 2- Completing Application Form

As per Decenzo, (2005) the application for is used to generate specific information the company requires from the applicants. It contains applicant's skills, accomplishments, experience and references. It provides a structured basis for drawing up short lists.

The bank recruitment procedure shows that once the initial screening is completed the human resource officer makes the short listed applicants fill standard application form and checks the completeness of the forms. However, the procedure does not point out the specific information stated on the application form.

Accordingly based on the scholarly written procedure the bank uses application forms but the document should clearly state the information included on the application form.

Step 3- Employment Test

Employment test provides a major input for the selection process. It is used to select applicants that possess the required knowledge and skill. Intelligence, ability and personality tests are some of the employment tests developed to support the selection process. (Decenzo, 2005)

As stated on the recruitment and selection document of UB written exams, interviews and practical exams are used based on the type of jobs. The manager of human capital, senior customer service manager and customer relationship officer prepare a written exam in close

consultation with HRM process team; however the procedure does not mention the type of employment test the bank uses (knowledge, intelligence, ability or personality test). The team short lists for interview only those candidates who will score half of the points assigned for written exam.

Therefore based on the above points one can conclude that the bank does not integrate the various types of employment tests while examining candidates.

Step 4- Comprehensive Interview

As per Decenzo (2005) interview is a selection device used to obtain in-depth information about a candidate. It is designed to probe areas not easily addressed through the application form or employment test, such as assessing once motivation, value and ability to fit in with the organization.

Based on the recruitment and selection procedure the human resource officer contacts the short listed applicants and members of an interview team informing them the date and avenue of the interview. The bank usually uses panel interview in which an interview team interviews one candidate at a time. The HRM process prepares structured interview questions in close consultation with the concerned process. The interview mainly focuses on the theoretical background of the candidate, conformity to the particular job, ability of the candidate in oral communication and self-confidence.

Thus from the above points it can be concluded that the bank has a good comprehensive interview procedure.

Based on the recruitment and selection procedure the HR officer compiles the average interview result with the examination result.

Step 5- Background Investigation

The purpose of background investigation is to verify information on the application form is correct and accurate. This can include confirming the candidates work record, verifying educational accomplishments and criminal records are some of the information that will be verified.

According to the recruitment and selection procedure of the bank, candidates are asked to bring police certificate to ascertain that the candidate has not been convicted of any crime which contravenes with the value of the bank. But the human resource officer contacts references checks are being done randomly for selected positions, most of the time for higher level positions. Candidates must submit clearance letter from their former employer before they get employment letter from the bank.

Accordingly based on the above points it is revealed that the bank has background investigation procedure but it's not appropriate for all position.

Step 6- Conditional Job Offer

It is a tentative job offer that becomes permanent after certain conditions are met, such as physical and medical examination (Decenzo, 2005).

As per the recruitment and selection procedure, after all the formalities are fulfilled and the applicant is selected for a job, a conditional letter of acceptance and temporary ID card shall be issued to the candidate by the VP- resource management/director HRM/ HRM team leader as the case may require. The conditional recruitment letter includes employee's full name, place of assignment, job title, job description and request to the receiving unit to make fortnight progress report of the employee during the probation period together with collective agreement. List of candidates that were not selected for the position will be kept in the waiting list for six months to fill future openings in the same post.

Therefore based on the above point the bank offers its applicants a conditional job and keeps unsuccessful applicants in the waiting list properly.

Step 7- Medical Examination

It is an examination to determine an applicant's physical fitness for essential job performance. It can only be used as a selection device to screen out individuals who are unable to physically comply with the requirements of the job.

As per the recruitment and selection procedure applicants are required to take medical examination at the bank's clinic or medical institutions contracted by UB's to determine fitness of the candidate for the job.

As per the above practice one can conclude UB has an effective medical examination procedure.

Step 8- Conducting Induction Program

It is an activity that introduces new employees to the organization and their work unit. It familiarizes the new member with the organizations objectives, history, procedure, company benefits, duties and responsibilities.

As per the procedure of the bank, human resource development officer facilitates the induction program. The program focuses on the bank's vision, mission and values; the bank's major policies and procedures; employees code of conduct; employees duties and responsibilities and briefing about their job and performance plan and expectation. Coaches will also be assigned to which the employees are placed during the probation period.

As a result there is an excellent induction program for new employees.

Step 9- Follow Up and Permanent Job Offer

Individuals who successfully perform in the preceding steps are now considered eligible to receive the employment offer. The offer is made by the HRM representative. Based on the procedure of the bank, a probation period of 45 days and 90 days will be applied to employees and managers respectively. The director shall appraise and report the performance of the employees every 15 days during the probation period. If the probation period performance report of the new employee who undergone necessary induction, on job training, support and follow up during probation period is less than 60%, termination letter will be issued by the director of the HRM while permanent employment letter will be issued to employees who successfully completed their probation period.

Therefore even though permanent job offer comes before the induction of employees on the scholarly written procedure it is still well designed and valuable in recruiting and selecting applicants.

Evaluating the Recruitment and Selection Process

The recruitment and selection procedure does not state anything about evaluation of the whole recruitment and selection process. But during the interview made with the Human resource manager, the process is evaluated quarterly or semi-annually by the internal audits.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the results and the findings based on the analysis conducted throughout the entire study. This research work has attempted to study the practices of recruitment and selection at UB. Hence, based on the data discussions, analysis and interpretation the following summary of major findings, conclusion and recommendation are presented here under.

5.2 Summary of Major Findings

The main aim of this study is to examine the practice of recruitment and selection at UB.

Based on that the following research results are found: -

The study revealed that majority (26.6) of respondents were not aware of formal recruitment and selection policy at United Bank and UB doesn't give priority for its internal staff members in its recruitment and selection process as 32.3% of respondent confirmed.

The analysis realized that of 31.0% respondents were of the opinion UB has not strictly follows the policy and procedure in relation to staff selection which is being practiced. And even though the HR representatives specify that there is no discrimination in UB there is a discrimination regarding gender, race and political affiliation, as confirmed by majority (27.1%) of the respondent. Recruitment is initiated by HRP however UB doesn't consistently perform job analysis and job specification before advertising vacancies, as confirmed by majority (32.3%) of the respondent.

The vacancy advertisement of UB is found effective which presents all the necessary information about the vacant post, as confirmed by majority (41.5%). The analysis realized that of 34.1% respondents were of the opinion medias that are used for the vacancy are well known and have large coverage so that UB has the possibility to get large number of applicant's pool from its vacancy advertisement.

The human resource directorate also mentioned on the interview that the job advertisement will be handed over to the selected press agency (Reporter newspapers) so the organization used limited source.

The interview type was not group interview, as confirmed by majority (28.4%). But, as majority (28.4%) respondent that most of the time the interview questions are not structured one which creates inconsistency. However, interview was effective that include relevant KSA's as confirmed majority (37.1%) of respondent and the analysis realized that of respondents were of (30.1%) the opinion create friendly environment for interviewees.

UB is conducting entry on duty medical assessment when new employees are recruited as 43.2% of respondent confirmed. However, most of respondent (28.4%) agreed reference is not consistently checked in the United Bank. In addition to the respondent result the interview indicates reference checked for higher level position only.

United bank introduce about their job immediately and with their co-worker this obtains effective output as 30.1% of respondent confirmed.

From internal challenges, UB has policy which the staff members are not aware of it; this can be an indication of lack of transparency in recruitment and selection practices from external challenges, shortage of manpower in the market for some specific positions like consultants, lack of qualified and experienced peoples in the market for higher level posts. In addition, the bank faces challenges in acquiring competent candidates; and also faces delays with respect to the standard time of recruiting new employees when it uses newspaper recruitment method. And last government policy (National Bank of Ethiopia) restricted different policy.

5.3 Conclusions

The following conclusions are drawn based on the basic research questions and the set research objective.

As per the findings of the study, it is vividly illustrated that there indeed exists a procedure that guides the process of recruitment and selection in United Bank. Nevertheless, there are areas of improvement with regard to its proper implementation. Furthermore, it was discovered that the recruitment and selection procedure itself is not revised as often as it should be. In addition, the bank's recruitment and selection procedure does not show the banks strength in attracting competent candidates, despites employees are attracted on the basis of different factors this implies that it is difficult to get best candidate.

The study found out that the bank's recruitment strategy is not diversified as it should be; it uses only local newspapers called reporter (Amharic version) as a channel to announce vacancies. They should adopt E-Recruitment method to reduce work load for the recruiter and to be more accessible to the recruited as well. Moreover, the tests do not integrate the various types of employment tests. Besides, the bank also needs to revise the job description as frequently as needed. The recruitment and selection document of the bank does not include evaluation of the whole recruitment and selection procedure. In addition, the bank faces challenges in acquiring competent candidates; and also faces delays with respect to the standard time of recruiting new employees when it uses newspaper based recruitment method.

The recruitment and selection practices of UB are not comprehensive enough to include all the accepted staff selection principles. All the staff selection techniques and procedures are not pursued at each stage which limits the capability to recruit best candidate and ensure best employer brand.

The recruitment and selection practice fails to include significant steps like selection test and feedback to unsuccessful candidates. In addition, professional reference checks are being done randomly for selected positions, most of the time for higher level positions.

This leads to may not get further information that verify accuracy and objectivity of applicants' credentials and claims. The organization doesn't use different option for advertisement, it is limited. This implies that the other method were not effective that lead to may not get large pool of applicants for best candidates.

The recruitment and selection practice in United Bank is challenging, United Bank has policy which the staff members are not aware of it, which shows the lack of transparency and lack of refreshment trainings for staff members. The shortage of manpower in the market for some specific positions like consultants, lack of qualified and experienced peoples in the market for higher level posts, this leads to spend high cost for consultancy and for the employee training program. In addition, the bank faces challenges in acquiring competent candidates; and also faces delays with respect to the standard time of recruiting new employees when it uses newspaper based recruitment method. And last government policy (National Bank of Ethiopia) restricted different policy are the challenges which are discovered. It has challenges the organization not to be flexible.

5.4 Recommendations

In view of the above conclusions drawn from the findings, the following recommendations were made to contribute to the practices of recruitment and selection of UB. The integral benefits of the identified recruitment and selection practices cannot be overlooked; nevertheless, the following recommendations must be well noted.

As UB has its own goal and objective to one of top 5 private banks in East Africa based on Asset size in Ethiopia in the future and be one of the top most competitive companies in Africa. To achieve these objectives hiring competent employees is mandatory. In order to accomplish the process of recruiting and selection competent employees emphasis should be given to the methods of hiring. Therefore, the recruitment and selection process should be accompanied with E-recruitment and the selection process should also be conducted in a clear and unbiased manner to have a competent and qualified employee which is helpful to achieve the objective of the Bank. Therefore, the bank should work hard in order to minimize the time and cost of undertaking recruitment and selection process by automation.

The selection practice of UB needs to be consistent with its selection policy and best practices. The policy need to match to the accepted practices of staff selection and the recruiting body has to follow the procedure firmly.

The staff selection policy of UB need to include strategic objectives which is not only aimed to select the best candidate but it need to be more strategic in building a good employer brand,

considering special group interest, and state the role of the institution as equal opportunity employer.

Formal staff selection policies would help the organizations in attracting internal and external candidates in filling any vacant position. Existence of formal policies can also improve the transparency and accountability in staff selection. Policies should also be changed in course of time.

The recruiting and selection of staff should be in accordance with the manuals and policies of the company rather than being in favoritism or lack of knowledge.

Before any recruitment and selection practices implementation job analysis to determine job description, job specification, and job evaluation. Through proper job analysis, organizations will be able to fix up the specific duties and responsibilities of every employee. Job analysis will help in determining skills and knowledge to be possessed by the employees to hold various positions. It will also facilitate in providing effective compensation packages to the employees.

UB shall consistently implement the HR manual at all times where the gap regarding the internal recruitment and selection process is well aligned to the guideline and modern HR concepts. Attention to this will result in motivating staff for improved performance and engagement as well as will help to retain outstanding performers.

Checking reference also is one of the points the United Bank should consider as the major point of confirmation that the applicants who is applying to the post has true document and valuable work experience. If not it can be a source of forgery and fake document which leads to hiring wrong candidate in the process.

UB provides induction and orientation to staff upon joining UB. However strengthening the process at all times is necessary to support new joiners to engage them on their performance as well as retain them in UB.

UB shall work on the possible available media to post the openings of jobs where internal applicants can easily access the job posting on time. This can be using the internal outlook facility or providing links that leads to internal job postings and also to achieve a large number of applicants, recruitment practice is expected to employ alternatives level of recruitment methods.

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APPENDIX ‘A’
Addis Ababa University College of Business and Economics
MBA in Management

A. Questionnaires to be filled by Employees of United Bank S.C

Dear Respondents,

This questionnaire is designed to Assess the recruitment and selection practices and problems: in the case of United Bank of Ethiopia for partial fulfillment of my master’s degree MBA in Management. I am kindly requesting you to spare a few minutes of your precious time to fill the attached questionnaire as sincerely and truthfully as possible. The information given will be handled confidentially, and will only be used exclusively for research purpose.

Please don’t write your name on the questionnaire.

Daniel Demeke

Instruction:-

1. Please read before attempting any questions.
2. Please remember that there is no right or wrong answers. Simply answer the question based on your experience and knowledge.
3. Please complete by yourself.
4. All is confidential

Your assistance in completing the survey of this question will allow the researcher to gather necessary data for the research study.

Thank you in advance for your cooperation!

Part I: Personal data

1. Please indicate your gender.

Female Male

2. Please indicate your age

18-24 25-30 31-35

36-40 41-45 46-50

3. Please indicate length of service

0-5 6-10 11-15

16-20 21-25 26- and above

4. Please indicate level of education

12th grade completed certificate in any field
 Diploma in any field Degree Masters PHD

5. Which recruitment method was usually used?

- a. University/Campus recruitment
- b. Newspapers, please specify the name of newspapers used _____
- c. Internal notices
- d. Recommendations by existing employees
- e. Word of mouth
- f. Electrical advertisement (internet service)

Part-II: General Questions:

Instruction: - Put the [√] mark in the box provided.

1. The following statement relates to the general recruitment and selection practice of your organization.

Please indicate your level of agreement/disagreement by ticking [√] in the box for your exact feeling based on the scale below.

N.B: - 1= strongly Agree 2= Agree 3= Neutral 4= Disagree 5= Strongly Disagree

No	Statements on recruitment and selection practice	Scale				
		1	2	3	4	5
1.1	UB has clear policy and procedure of recruitment and selection.					
1.2	Vacant positions usually filled by recruiting a new employees					
1.3	Human Resource Department strictly follows the policy and procedure in relation to staff selection.					
1.4	The selection procedure is nondiscriminatory regarding gender, appearance, race and political affiliation etc.					
1.5	The need for new recruitment always comes from Human Resource Planning.					
1.6	UB performs job analysis (i.e. duties, responsibilities, skills etc. required for a particular job) and job evaluation before advertising vacancies.					

No.	Statements on vacancy advertisement.	Scale				
		1	2	3	4	5
2.1	The vacancy advertisement provides sufficient information about the job.					
2.2	The Media used for the job vacancy advertisement is well known and has large coverage.					
2.3	The application process for open vacancies is very easy, efficient and courteous for all applicants.					
2.4	Most of the time there is Enough number of applicants pool from vacancy advertisements.					
2.5	The vacancy advertisement has its own consistent format which is applicable to all type of job vacancies.					
No.	Statements on selection test	Scale				
		1	2	3	4	5
3.1	Selection test were relevant to the job you have applied at your first employment in UB.					
3.2	The selection tests were administered strictly not to create room for irregularities.					
3.3	Selection questions were appropriate to measure the knowledge, skills and abilities that are required for the open position.					
No.	Statements on selection interview	scale				
		1	2	3	4	5
4.1	There is always structured interview to address consistent question for each candidates.					
4.2	You were asked about the knowledge, experience and characteristics, interest that are relevant to the open position.					
4.3	The type of interview was group interview when you were recruited.					
4.4	The interview was very interactive and you were given a fair and thorough hearing on your first interview.					

No.	Statements on Pre-employment checkups	scale				
		1	2	3	4	5
5.1	Minimum three reference were checked when you were recruited.					
5.2	You were requested to go through medical checkup when you were recruited.					
No.	Statements on orientation and induction	Scale				
		1	2	3	4	5
6.1	You were informed about the vision, mission and goal of UB.					
6.2	You were introduced about your job immediately after you were selected.					
6.3	You were introduced to your co-worker in the UB.					
No.	Statements on Selection Decision.	Scale				
		1	2	3	4	5
7.1	There is always the immediate supervisor of the recruit at the time of selection Decision.					
7.2	Selection decision is always done based on the average/ aggregate result of the selection panel members.					

2- What are the major challenges that UB is facing in relation to staff recruitment and selection?

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The end

Thank you for your kind cooperation.

APPENDIX 'B'

Addis Ababa University College of Business and Economics

MBA in Management

INTERVIEW QUESTIONS WITH HUMAN CAPITAL MANAGER AND SELECTED DEPARTMENT HEADS OF UNITED BANK.

1. Do UB have formal policy for the recruitment and selection guidelines and plan for recruitment and selection of employees? Do you think that every staff member is aware of the policies?
2. Where does the need for recruitment and selection come from? Is it initiated by the vacant positions created due to different reasons or HRP?
3. What methods of recruitment are used when vacancies occurred?
4. What are the staff attraction mechanisms that UB use to have good number of applications from the vacancy advertisement?
5. Do you think that the selection process of UB is very relevant for every position and free from misuse?
6. Do you use reference checks on selection process?
7. Do you explain whether the UB any job analysis before advertising vacancies for employment? Is there a job analysis for every position?
8. How the recruitment and section practices of UB affected your employee performance?
9. What factor help to improve recruitment and selection practice at UB?
10. What are the effectiveness of recruitment and section practice of UB?
11. What are the major challenges that UB is facing in relation to staff recruitment and selection.