

Addis Ababa
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ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE

**Assessment of Recruitment and Selection practice of administrative
employees in Ethiopian Orthodox Tewahido Church**

*A Thesis submitted to Addis Ababa university Department of Human
Resource Management for the Partial Fulfillment of the Requirement for
Master of Arts Degree in Human Resource Management*

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Declaration

I declare that this thesis (Assessment of Recruitment and Selection practice of administrative employees in the Ethiopian Orthodox Tewahido Church) is my original work. It has not been submitted for a degree in any other universities and all the materials used in this study have been duly acknowledged.

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Date

”

Letter of Certification

This is to certify that, this project work “**Assessment of Recruitment and Selection practice of administrative employees in the Ethiopian Orthodox Tewahido Church**”, undertaken by **Tamrayehu Atnafie** for the partial fulfillment of Masters of Art (HRM) at Addis Ababa University school of commerce, is an original work and not submitted earlier for any Degree either at this university or any other university.

Teklegiorgis Assefa (Ass. Pro.)

Research project advisor

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Table of Contents

Contents	Pages
Acknowledgment	i
Table of Contents	ii
List of Tables	v
Acronyms	vi
Abstract -	vii
CHAPTER ONE	1
INTRODUCTION.....	1
1.1. Background of the Study	1
1.2 Statement of the Problem	2
1.3. Basic Research Questions	4
1.4. Objectives of the Study	4
1.5. Significance of the Study	4
1.6. Scope of the Study	5
1.7. Limitations of the Study	6
1.8. Organization of the Study	6
CHAPTER TWO: REVIEW OF RELATED LITERATURE	7
2.1. Theoretical literature review	7
2.2. Over view of recruitment.....	7
2.3. Purpose of recruitment	8
2.4. Sources of recruitment.....	9
Internal sources of recruitment	10
External sources of recruitment	11
2.5. Recruitment effectiveness.....	12
2.6. Selection meaning and definition.....	12

2.7. Factors that influence the selection decision	13
External factors	14
Internal factors	14
2.8. Selection criteria.....	15
2.9. Steps in the selection process.....	16
2.10. The nature of the EOTC as an institution	17
2.11. Unchanging and yet Adapting to Changing Conditions	18
2.12. Human Resources Management for Church ministry	18
The Catholic Church	19
The Oakland diocese	21
The Copt church.....	22
Indian Orthodox Church.....	23
The England church	23
2.13. Gender and Women’s Promotion.....	26
2.14. Good Governance.....	26
2.15. Strategies for Development.....	27
2.16. Challenges of Recruitment and Selection.....	27
2.17. Conceptual framework	30
CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY	32
3.1. Introduction.....	32
3.2. Research design	32
3.3. Research population	33
3.4. Sample and sampling techniques.....	34
3.5. Data sources	36
3.6. Data collection instruments.....	36

3.7. Methods of data analysis and interpretation	37
3.8. Validity and reliability.....	37
3.9. Ethical considerations.....	38
CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION.....	39
4.1 Introduction.....	39
4.2. Response rate.....	39
4.3. Respondents personal information	39
4.4. Analysis and interpretation of data concerning the recruitment and selection	42
4.5. The recruitment policy	50
4.6. The selection process	55
4.7. Responses on Open Ended Questions	59
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION.....	62
5.1. Summary of major findings	62
5.2. Conclusions.....	64
5.3. Recommendation.....	65

Bibliography

Appendix

List of Tables

Table 3.1	Departments of the patriarchate.....	33
Table 3.2	Name of selected church“s.....	34
Table 3.3	Sample size determination	35
Table 3.4	Reliability statistics	36
Table 4.1	Age of respondents.....	40
Table 4.2	Frequency distribution of the respondents in job cathagory.....	41
Table 4.3	Frequency distribution of respondents in years of service	41
Table 4.4.1,	The internal policy and awareness of employees.....	42
Table 4.4.2,	HR planning and transparency for recruitment and selection.....	44
Table 4.4.3,	The notification, criteria and process of HR policy	45
Table 4.4.4,	Internal and external focus of recruitment and selection	46
Table 4.4.5,	Fairness and transparency of recruitment and selection	47
Table 4.4.6,	Test and interview.....	49
Table 4.5.1,	The recruitment policy.....	50
Table 4.5.2,	The recruitment methods to the internal and external candidates.....	51
Table 4.5.3,	Vacancy advertisement	53
Table 4.6.1,	Selection process	55
Table 4.6.2,	Vacancy advertisement	56

List of Figures

Figure 2.1	Sources of Recruitment.....	19
Figure 2.2	conceptual framework.....	31
Figure 4.3.1	Gender distribution.....	40

List of Graph

Graph 4.3.2	Frequency distribution of the respondents based on educational level.....	39
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ACRONYMS

EOTC – Ethiopian orthodox Tewahido church

HRM - Human resource management

HR – Human resource

ABSTRACT

Selecting the wrong candidate or rejecting the right candidate could turn out to be costly mistakes for the institution. Therefore a recruitment practice in an institution must be effective and efficient in attracting the best manpower. This study attempted at assessing the recruitment and selection practices in Ethiopian orthodox Tewahido church. The study shows that the EOTC should invoke remedial measures and monitoring mechanisms that would ensure effective recruitment and selection practices at the Institute. The researcher believes that it is appropriate for the management of the institute to establish a team of experts that was monitor the recruitment and selection process. In addition the institute needs to strengthen the monitoring and evaluation capacity of the institution. In addition, the Institute is advised to use different recruitment and selection methods when sourcing for candidates to ensure that vacancy announcements reaches a wider audience and turn up a greater number of potential candidates.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The efficiency and effectiveness of any organization largely depend on the competence of the workforce. Every organization regardless of its size, type or product or service it renders must recruit and select suitably qualified personnel to insure its success. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. The availability of a competent and effective labor force does not just happen by chance but through an articulated recruitment & selection exercise. Recruitment is, then, the process of attracting people while selection is a process of choosing a few among those who have been attracted (Saiyadain, 1999). The two activities or functions of recruiting and selecting are not mutually exclusive rather they are closely linked; however, each activity demands a separate range of skills and expertise.

Recruiting & selecting the right employee is critical component of creating the workforce in EOTC to achieve its organizational objectives. EOTC is committed to maintaining a balance between external recruitment and offering development opportunities for staff. Accessing the practical application of the recruitment and selection process in this organization is often critical. This is because the current issue of globalization forced every aspect to follow modern human resource management. It has allowed them to run risky, complex and complicated activities more efficiently and effectively without any doubt.

The researcher believes that the current practice of recruitment & Selection in EOTC officially follows modern criteria and guidelines, but is actually more traditional in practice. The Church prides itself on being an ancient unchanging institution unaffected by the vicissitudes of time, this inevitably affects many of her operational techniques. The Church officials pretend that they follow contemporary objective procedures for recruitment and employment of staff, like any other organization. This may seem to be true theoretically; however the reality of the situation is quite different.

The EOTC is an indigenous religious organization, with its own specific culture and traditions. Like most religious organizations it has many members who are deeply conservative, hostile to change and suspicious of outsiders. Furthermore, the Church has its own unique traditional education system called Abenet Temhert of Bahelawi Temhert something which exists only in Ethiopia. It stretches from primary to university level in a system which is equivalent to but very different from the modern secular education system. According to custom many of the members of the Church administration, and also many of the Archbishops in key leadership positions have only studied in the traditional education system. In many cases people from a traditional education background are suspicious of those from a modern secular education background and do not want to allow them to occupy positions of authority. There are increasing attempts to combine traditional and modern systems of education, however at the same time there is ongoing tension between those who have passed through either system.

Furthermore the rapid changes in the situation of the Church after the communist revolution necessitated the introduction of Parish Councils. This in some cases caused an overemphasis on commercial and income generating activities, which often had undesirable knock on effects with regard to recruitment and related activities.

The above mentioned circumstances promoted the growth of traditional networks with decidedly un-modern modes of operation, which were in a certain sense self-perpetuating. The result is clearly indicated in the performance & motivation of newly selected employees. Consequently, improvements in recruitment & selection practices are much needed & unavoidable if more positive results are to be desired, however they are not necessarily easy to achieve. The purpose of this research is to evaluate the current methods of recruitment & selection that are in operation in the EOTC & to identify & promote alternative methods to deal with deviations from standard practices and to achieve higher standards of accountancy and transparency.

1.2 Statement of the Problem

The EOTC is a spiritual service giving organization and its survival is believed to be dependent on God's will as well as on the satisfaction of its followers. Therefore, its primary objective is to

provide efficient and effective spiritual services to its followers, to give them moral support and guidance and to preserve the tangible and intangible heritage of the Orthodox Church. This requires energetic, skilled, motivated and ethical workers who have good knowledge concerning the needs and aspirations of its followers. This should be supported by careful & strategic means of recruitment & selection. Any failure to do this would affect the organization adversely.

Some of the specific problems of the current practice of recruitment & selection could be summarized as follows:

- The recruitment & selection practice is highly centralized this in turn leads to ineffectiveness in meeting deadlines, habitual difficulties in making employment timely & lack of clarity in operational procedures.
- Recruitment strategies are ambiguous and vague.
- There is a lack of a clear HRM policy & strategy concerning applicants testing & assessment, procedures are sometimes implemented or alternatively ignored. Undoubtedly certain procedures mentioned in the policy manual are not put in to practice.
- Since there is no clearly stipulated policy & procedure for employment of short term employees, the process is different for different types of vacancies.
- The church administration has a separate section for recruitment & selection but it has very limited authority in the application of the recruitment and selection procedures, thus most important issues may neglected by higher authorities.
- The organization has relatively high turnover in operational areas due to leave, sickness; the pools of employees replacing workers in temporarily vacant posts are not comfortable with their assignments.
- Job descriptions are not updated in a timely fashion.

To achieve this, the researcher had interviewed some of the church scholars, made an observation on the annual report of the church HR department (2014-2015) and document review on the area of recruitment and selection (**የኦሲክ አበባ አድባራትና ገዳማት(2001). በኢ.ኦ.ተ.ቤ/ን የኦሲክ አበባ ሀገረ ስብከት**).

1.3 Basic Research Questions

The purpose of conducting this study is to examine the following questions-

- What kind of recruitment, and selection policy does the church have?
- How does the church implement the recruitment and selection policy?
- What are the recruitment and selection method used by the church?
- What are the challenges the institution faces while implementing the recruitment program?
- What are the ways to have improvement in recruitment and selection practice of the church?

1.4 Objectives of the Study

1.4.1, General objective

The general objective of this research is to assess the HR recruitment and selection practice of the EOTC.

1.4.2, Specific objectives

Specifically the researcher aims:

- To assess the practices of the current recruitment and selection procedures of EOTC.
- To identify short comings/problems in the current recruitment and selection practices of the church.
- To examine the challenges of the recruitment and selection practices of the church.

1.5 Significance of the study

Recruitment & selection, as human resource management functions, are among the activities that impact most critically on the performance of an organization. While it is understood and accepted that poor recruitment & Selection decisions continue to affect organizational performance and limit goal achievement. Recruitment and selection processes thus have an immense impact on the functioning of an organization.

The main purpose of the recruitment & selection process is the generation & selection among them of an applicant pool truly interested in working in the organization as a response to job posting. Thus, it can be said that the more the company doing this process acts objectively and critically, the more successful it is likely to be in its service.

Consequently, the research involved in this project and the ensuing information generated plays an important role in raising awareness of these important issues, hopefully resulting in them being given more attention and eventually promoting improvement in these procedures. This could potentially have an enormous effect on the operational efficiency of the Church as a service giving organization.

Little research has been done on recruitment issues in the EOTC up till now, the combination of an ancient traditional institution facing the challenges of the contemporary globalized world make it a fascinating topic for study, a microcosm of much of what is going on in the country as a whole. The EOTC is considered a quintessential facet of Ethiopian culture, embodying the country's culture and identity. Thus the research gives valuable insight into important issues of the interaction between tradition and modernity which are of wider significance in the Ethiopian context.

1.6 Scope of the Study

The research is designed to examine the current practice & challenges of recruitment & selection process in the EOTC. The study is expected to assess the current practice of recruitment & selection on the operation of the church. 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 patriarchate management (department) and other parties involved in these activities. The focus of the study is limited to the Recruitment & Selection processes of the EOTC. For practical reasons the emphasis of the research is on the Patriarch headquarters and the Addis Ababa diocese, which also constitutes the strategic nerve center of the Church which determines what goes on in the rest of the country.

The intention is to gain insight and understanding of the unique institution represented by the EOTC, with regard to recruitment practices. Although the scope of the study is orientated towards the EOTC Patriarchate and its institutions in Addis Ababa, it was provide information which was shed light on what are going on in EOTC institutions throughout the country, and how traditional institutions are adjusting to the modern world.

The scope of the study is strictly limited to the administrative role of the church personnel, and not to their pastoral and liturgical functions.

1.7 Limitation of the study

The scope of the study is restricted the patriarch headquarters and the city of Addis Ababa and hence it might be limited in its usefulness to churches outside of A.A.

Some challenges were faced in getting the willingness of the employee to fill the questionnaires and to get some practical information.

1.8 Operational definitions of key terms:

The study is organized in five chapters. The first chapter deals about introduction, statement of the problem, research question, and objective of the study, significance of the study, scope of the study and limitations of the study. The second chapter is dedicated to the theoretical review of literature. The third chapter is concerned with the methodological design of the study and, chapter four covers analysis and interpretation of the findings. The last part covers the conclusion and recommendation of the findings.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical literature review

By focusing on a theoretical study of recruitment and selection, this chapter provides a more extensive background for the following chapters and reviews the range of core theoretical foundations, concepts, theories, approaches and classifications necessary to understand and evaluate recruitment practices and policies in an organization.

The overall aim of the recruitment and selection process should be to obtain at minimum cost the number and quality of employees required to satisfy the human resource needs of the organization (Armstrong, 10th, 2006, P 409). Candidates are invited by invitation advertising vacant posts giving priority to employees working within the organization, and then to external candidates when it is certain internal advertisement will bring no results. If applicants are not available internally vacancies will be advertised externally using various forms of Media. Applicants invited as potential candidates for vacancies will be forwarded for the selection process, which starts with preliminary screening. In today's highly complex and competitive context, choice of right personnel has far reaching implications for an organization's functioning. (Saiyadain, 1998, p 63).

Organization must plan their recruitment and selection process before appointing new staff. That is, all human resource managers need to know how many people with what sort of skills are needed for the organization in order to achieve the long term strategies of the company (Armstrong 2013:361-365). Newly hired employees are seldom capable of fully performing their job duties, even experienced employees need to learn about the organization, its policies and its procedures. Although orientation and training cost time and money, most organization find these costs to be an investment in human resource.

2.2. Over view of recruitment

The recruitment and selection process is concerned with identifying, attracting and choosing suitable people to meet an organizations human resource requirement. Beaumont (1993) identifies three key issues that have increased the potential importance of the selection decision

to organizations. First, demographic trends and changes in the labor market have led to a more diverse work force which has placed increasing pressure on the notion of fairness in selection. Second, the desire for multi-skilled, flexible work force and an increased emphasis on team working has meant that selection decisions are concerned more with behavior and attitudes than with matching individuals to immediate job recruitments and third, the emphasis between corporate strategy and people management has led to the notion of strategic selection; that is, a system that links selection processes and outcomes to organizational goals and aims to match the flow of people to emerging business strategies.

In a more widely encapsulating description, recruitment occurs because of the following reasons, First, someone has left the organization; Second, a specialist is required for particular position; Third, the volume of work has increased; Fourth, something new is happening (Russell 2012).

On the other hand, Neerajkumari (2012) explained that recruitment has the benefits and importance such as; create a pool of potential candidates for the benefits of the organization; increases the pool of job seeking candidates at minimum cost; increase the success rate of selection process by decreasing the no visits of qualified job applicants; identifying and preparing potential job applicants who will be the appropriate candidature for the job and increasing organization and individual effectiveness of various recruiting techniques and for all the types of job applicants.

2.3 Purpose of recruitment

The general purpose of recruitment is to provide potentially qualified job candidates and specifically these might include;

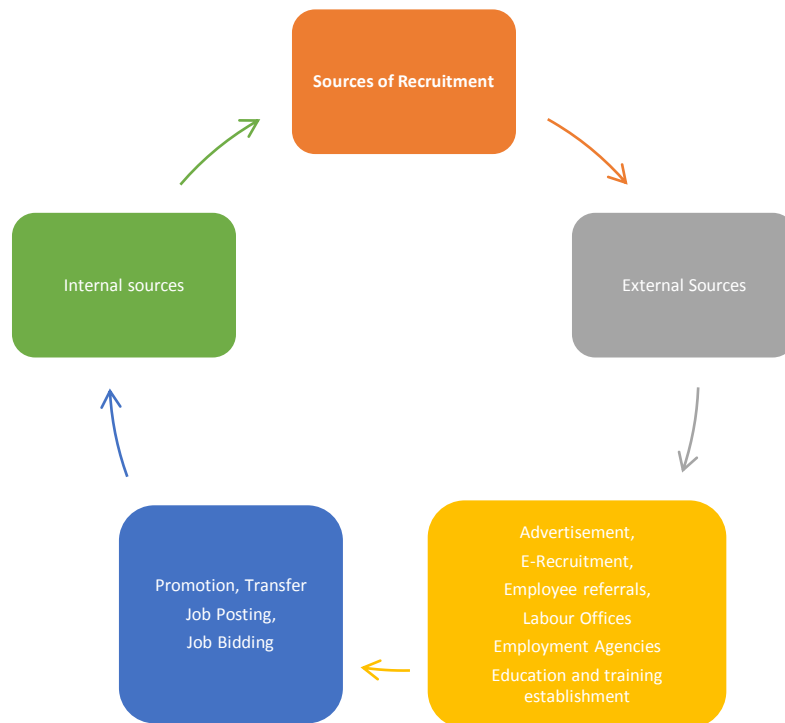
- Increase the pool of potential job candidates at minimum cost and determine the present and future requirement of the organization in conjunction with Human resource planning and job analysis activities.
- Increase the success rate of selection process by reducing number of under and over qualified job applicants.
- To identify and prepare potential job applicants who will be appropriate candidates.

- Evaluate the effectiveness of different recruiting techniques and sources for all types of job applicants. Recruitment lends itself as potential source of competitive advantage to a firm.

2.4 Sources of recruitment

Full-cycle recruiting is a term used by human resources specialists who manage the recruitment process from start to finish as shown in Figure 2.1. Full-cycle recruiting begins with sourcing candidates, which means looking for prospective applicants whose qualifications might be suitable for the job openings you have.

Figure 2.1 Sources of Recruitment



Source: Prashant (2009)

Sourcing has evolved in the past several years with the proliferation of job and career sites. Every organization has the option of choosing the candidates for its recruitment processes from two kinds of sources: internal and external sources. The sources within the organization itself (like transfer of employees from one department to other, promotions) to fill a position are known as the internal sources of recruitment. Recruiting candidates from all the other sources (such as outsourcing agencies etc.) are known as the external sources of recruitment.

2.4.1 Internal sources of recruitment

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

De cenzo and robbins (2005) argued that some of the sound reasons for recruiting from sources within the organization are: it is good public relations; promotion within build moral, motivation and sense of commitment to the organization; it encourages good individuals who are ambitious; it improves the probability of a good selection, because information on the ability and performance of the recruit is known, so it is easy to assess potential for the next level; it is cheaper and quicker than advertising in various media and interviewing outsiders; when carefullyplanned promoting from within can also act as a training device for development middle and top-level managers and time spent in training and socialization is also reduced.

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

Effective sources of internal recruitment from current employees; new job position, job bidding, skill bank and skill tracking systems and employee referrals.

- Job posting:- provides a clear description of the job; allow current employees the chance to respond to announcements of positions.
- Job bidding: allow an employee to indicate an interest in a position before one become available, places qualified individuals in to an inventory system.
- Skill banks and skill tracking system:- computerized talent or skill inventories that can furnish a list of qualified people.
- Employee referrals:- current employees supply prospects from among their families and friends for filling job openings (street, 2005, page 129).

The advantage of internal recruitments includes;

Rewards good work of current employees, cost effectiveness, improves moral, assess known past performance and result in succession of promotions.

The disadvantage of internal recruitments includes;

Can produce organizational inbreeding, place heavy burden on training and development and may cause political infighting for promotion. Training is the process of providing employees with specific skill or helping them correct deficiencies in their performance and development is also an effort to provide employees with abilities the organization will need in the future (Endenborough, R, 2005. Page 251).

2.4.2 External sources of recruitment

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.

External recruit method may include;

- Advertising (radio, television, newspaper, internet etc..)
- Employment agencies (both public and private employment agencies).
- Special event it involves effort on the employer side.
- Recruitments (most common use of college and universities).
- Professional association.
- Unsolicited walk in applicants (without effort if company has reputation).
- Cyber recruiting (use website and internet).
- Virtual job fairs employee meet recruiter face-to-face for interview that transmitted head and shoulder image of both parties.
- Open house that encourage on the spot-job offers etc.

The advantages of external recruitments include;

Bring new ideas/talent/ into the organization, helps the organization get needed competencies, provides cross industry in sights, may reduce training cost (if experienced employee is hired) and helps organization equal employment opportunity goals.

The disadvantages of external recruitment include:

Increase recruitment cost, may result in misplacement, may cause moral problem for internal candidates, required longer orientation or adjustment time. Internal recruitment sources may fill through up grading, promotion and transfer. This way, an organization can capitalize on the investment it has made in recruiting, selecting, developing its current employees.

2.5 Recruitment effectiveness

Both short term and long term considerations have to be there to measure and evaluate recruitment strategy against objective criteria. That might include average time required to recruit, cost per applicant hired, quantity and quality of applicant and equal employment opportunity implications, performance hire, turnover hire, absenteeism per hire and training cost. (Street. D, 2005, page 141).

2.6 Selection meaning and definition

Selection is the identification of candidates who can best contribute to the strategic objectives of the organization and help in the quest to obtain a competitive advantage. Selection yield a match between the organizations needs for specific qualified individuals and the different needs of employees that determine the type of work that is satisfying for them (Braton and Gold, 2007).

Selection is the process of hiring the most suitable candidates for a vacant position. (Street. D,2005, page 162). Selection is the processes by which an organization chooses from a pool of applicants the person who best meet the selection criteria for the position available. Most organization managers recognize that employee selection is one of their most difficult and important business decisions. This process making a judgment not about the applicant, but about the fit between the applicant and the job by considering knowledge, skills and abilities and other characteristics required to perform the job. Selection procedures are not carried out through standard pattern and step in it, process can vary from organization to organizations.

According to Swanepoel (2003:311), selection is the process of trying to determine which individuals will best match particular jobs in the organization. On the other hand Neerajkumara(2012) defines selection as the process of picking individuals who have relevant qualifications to fill jobs in an organization. Selection is much more than just choosing the best candidate. It is an attempt to strike a happy balance between what the applicant can and wants to do and what the organization requires.

According to Neerajkumara(2012), selecting the right employees is important for three main reasons: performance, costs and legal obligations.

Performance: Employees with the right skills will do a better job. Employees without these requisite skills or who are abrasive would not perform effectively and the company performance will suffer to a great extent.

Cost: it is costly to recruit and hire employees; so cost-benefit ratio has to be considered while hiring of employees in order to avoid any unnecessary wastage of money and the valuable resources.

Legal obligations: according to NeerajKumari(2012), there are two major legal implications of incompetent hiring. Firstly, equal employment law requires nondiscriminatory selection procedures for selected groups. Secondly courts will find the employer liable when employees with criminal records or other problems use access to customers' homes to commit crimes. Negligent hiring highlights the need to think through what the job human requirements are. In order to avoid the concept of negligent hiring, it is necessary to make a systematic effort to gain relevant information about the applicant and verify all the documentation.

2.7 Factors that influence the selection decision

According to (Schultz, 2001:242) cited in solomzikayabool (2005), there are two major types of factors that may affect the decision of selecting new employees namely; external and internal factors. The external factors include legal considerations and the nature of the labor market whereas internal factors include the size of the organization, type of organization, speed of decision-making, applicant pool and selection method.

2.7.1 External factors are-

A, Legal considerations

According to Erasmus, van wyk and Schenk (2000:294) cited in solomzi (2005), government policy plays an important role in the determination of recruitment practice. The labour law and the other similar laws in Ethiopia affect the selection process by requiring organizations to implement minimum salary and wage rates, minimum employment age and equality regardless of gender, race and religion in work places among other things.

B, the nature of the labor market

According to solomzi (2005), labor market conditions dictate the availability of potential employees. If there is a shortage of skill in the market, few candidates will apply and on the other hand, if there is a surplus of skills, many applicants will be available. Both scenarios influence the recruitment process and activities.

2.7.2 Internal factors are-

A, Size of the organization

The size of organization influences the level of formality of the selection process and criteria used for selection. Small organizations tend to skip some of the steps than big organizations because, following the whole process may cause high cost. On the other hand in-depth checks and interviews are more likely to be conducted when selecting a managerial and expensive person than a semi-skilled employee.

B, Type of the organization

Organization in the private sector select individuals who understand the importance of profit. Non-profit organizations are more likely to select people who are dedicated to uplifting the standard of people without receiving a high income in return. The manager in the public sector might perhaps select individuals who score high in assessment tests without considering other factors important to a private company, such as a fit between the individual and the culture of the organization.

C, Speed of decision-making

Selecting a Chief Executive should take a few months. Time in this instance is devoted to intensive interviews and reference checking. On the other hand, selecting an employee for a production line vacancy can take a mere few hours. This could be even faster if production has been discontinued or disrupted due to a vacancy.

D, Applicant pool

The selection process takes longer if there are several applicants who qualify for the vacancy. However, if there are only a few candidates available who have the necessary skills, the selection process will take shorter time.

E, Selection methods

The selection methods chosen can also affect the entire process. The inclusion of group selection methods and assessment centers in the formal selection process tends to draw out the selection process and make it more expensive whereas in a small company, one individual often makes the selection decision.

F, The selection process

Erasmus (2000:311) define selection as a process of trying to determine which individual will best match particular jobs in the organizational context and selection process used to decide which recruits should be hired.

2.8 Selection criteria

The starting place for determining who is qualified should be carefully prepared job analysis and job descriptions. This can make it easier to evaluate applicants and screen out those who obviously lack the minimum knowledge, skill and abilities needed for job. Mostly the selection of applicant depend upon the following factors;

- Education:- person whose knowledge, ability and skill match those required to the job.
- Experience:- employers prefer more experience to less experience.
- Physical characteristics:- age, sex physical fitness may be used as relevant categories of selection criteria.

- Personality characteristics:- marital status, age extrovert or introvert, all have to be seen to success work and performance.

2.9 Steps in the selection process

It is perceived as a series of steps through which there is universally accepted steps in selection and depends on human resource programs and policy of organization, selection process may involve certain steps at each of which, a few more applicant shall get the job offer. A typical series of steps for the selection process is described as follows;

Step 1, application:- it is a method of obtaining factual information about the job applicants.

Step 2, initial screening:- it helps to remove individual who do not meet the position requirement.

Step 3, application blank:- a form to quickly collect verifiable and fairly accurate historical data from the candidates.

Step 4, selection test:- is a valuable way to measure individual characteristics but properly designed selection tests have to be there like standardization, objectively, norms, reliability and validity.

Step 5, employment interview:- it is significant because the applicant who reach this stage are considered to be the most promising candidate but interview planning, content of interview, types of interview, method of interview, realistic job preview, legal implication of interviewing and guidelines for conducting interview an interview have to be available. In a structured interview process, a panel of interviewers asks each candidate the same question. The candidates performance in this type of interview is valid predictors of job performance. (Endenborough, R, 2005. Page 185).

Step 6, reference checks:- this step is used to check accuracy of application form through former employers and references. Verification of education and legal status to work credit history criminal records is also made. The past behavior is the predictor of future behavior. It is also an employer's best tactic for avoiding negligent hiring suits. (Endenborough, R,2005. Page 185).

Step 7, medical examination:- a job offer is contingent on successful passing this examination.

Step 8, approval:- in most organization selection process is carried out by human resource department, where the decisions of the department are recommendatory the candidates short listed by the department are finally approved by the executive of concerned department.

Step 9, job offer:- a candidate who proved to be the most suitable to satisfy the requirement of a job is selected and offer a job. Acceptance it is up to the candidate to accept or reject the job offer.

Step 10, employment:- is offered in form of an appointment letter mentioning the post, the rank, the salary grade, the date the candidate should join, other terms and condition in brief. Appointment is generally made on probation.

Step 11, induction:- the process of receiving employees when they begin work introducing them to the company and to the colleagues and informing them some of the activities, customs and tradition of the company.

Step 12, follow-up (evaluation):- all selection should be validated by follow-up, few author argue that it is a stage where employee is asked how he or she feels about the progress to date and workers immediate supervisors is asked for comments, which are compared with notes taken at the selection interview. If follow-up is unfavorable it is probable that selection has been fault, the whole process from job specification to interview is then reviewed to see if a better chance can be made next time. Therefore it is essential to followed up newly engaged employees to ensure that have settled in and to check on how well they are doing if there any problem, it is much better to identify them at early stage rather than allowing them to faster (Armstrong,M. 2006, page 437).

2.10 The nature of the EOTC as an institution

Firstly, it is important to understand the nature of the EOTC as an institution, how it fits into the Ethiopian context. Religious faith and religious affiliation plays a large role in public life in Ethiopia although there is not a tradition of extremism or sectarianism. On the contrary: “Ethiopia is also known as a multi-religious [i.e. tolerant] country. Besides ethnic identity religion has always played a major role for drawing boundaries in many parts of the country. The dominant religions are Orthodox Christianity and Islam, and increasingly in the twentieth century – Protestant Christianity with a variety of local adaptations. The spread of new belief

systems can lead not only to the redefinition, but also to the reconfiguration of identities.” (Epple 2012:3). The EOTC is a well-established institution, yet is facing serious challenges, therefore the right recruitment procedures are of great significance. The situation becomes clearer when we look at the historic context.

2.11 Unchanging and yet Adapting to Changing Conditions

There is a popular conception of the Orthodox Church being timeless and not subject to change, whereas reality was much more complex: “The EOTC is admired by the faithful for her ageless quality, constituting a rock of stability within an Ocean of Change. The „Mother Church“ has a trans-generational appeal, attracting young and old to her bosom, providing a sense of belonging and identity, connecting with cultural and historical roots, and immersing the faithful in the mysteries of the faith. However, when we look carefully under the surface, we see that despite an essential core of unchanging things (liturgy, spirituality, basic theology) the Church can only exercise her function if she is sensitive and willing to adapt. Shaken by the dramatic political changes of the twentieth century depriving her of government support and confronted by ethnic federalism and globalization, the EOTC is in effect challenged to reinvent herself.. This process of re-invention includes movements and institutions which have fostered change and adaptation, and creative intellectual innovation (Persoon 2013: 113).

2.12 Human Resources Management for Church ministry

...so we, who are many, are one body in Christ, and individually we are members one of another. (Romans 1:5, NRSV)

What is Church Ministry today? Are the business practices of Church Ministry different to those in Commercial Organizations? If the business practices in these two different types of organizations are different, why and how are they different? What drives the Human Resources Management (HRM) practices in each of these types of organizations-Church Ministry and Commercial Organizations? What are some of the challenges of HRM in Church Ministry? These are some of the questions that will be addressed in this paper as it seems that HRM is not properly understood in Church Ministry (Bacik, Fall 2005; Brown, May/June 2005, 257; Power, 2003, 112).

2.12.1. The Catholic Church

As to Elissa Rinere highlighted three major things that the church has gleaned from the experience of ministry in the years since Vatican II:

First, experience has shown that the need for effective ministry is real. That is, people are not indifferent to the sort of ministry they encounter, and many will deliberately seek out what they need in order to grow in faith. This is evidenced in the changing patterns of parish membership. Second, experience has shown us that collaboration between clergy and laity in ministry enriches the whole Church. Parishes are able to offer more varied outreach, pastoral care, and educational opportunities because of the presence and gifts of parish lay ministers. Third, experience is showing us that although the work of lay ministers can be very advantageous, to bring laity into significant pastoral leadership positions without providing suitable structures, stability, or even sufficient formation is harmful to minister and community alike. Some dioceses have carefully worked out job descriptions, pay scales, and diocesan-wide hiring and firing practices for lay employees. Other dioceses have not made the same progress, leaving lay ministers little job security with the coming of a new pastor or bishop (2003, 78).

With this in mind, Church Ministry must keep before it the concepts of *communion*, *conversion* and *mission*, for only then will HRM be seen in the following light as:

- *The conscience of the Church*, the litmus test, so to speak, ensuring that people are treated equally and justly at all times to meet the Christian's obligation for social justice and stewardship of resources.
- *Developing and sustaining relationships* of love, trust and respect within Church Ministry and outside Church.
- *Affirming staff* in their roles and in themselves, through supporting, recognizing and challenging staff.
- *As a catalyst for transformation of both staff and ministry* through the rejuvenation of faith, combined with the affirmation of belief in the obtainment of knowledge which progresses the

learning spiral towards transcendence of self and ministry to transformation and a radical new way of perceiving humanity and the world.

- *Ensuring consistency of policy and procedures* to ensure that there is no possibility of inequity and achieving this through an understanding of the key concepts of love, relationship, reconciliation and service.

- *Responding to legislative requirements* particularly in the areas of privacy/confidentiality, prohibited employment, leave, occupational health and safety, equal employment opportunity, discrimination in the workplace, workplace harassment, grievance handling procedures as well as requirements identified in canon law.

Challenges in HRM for Church Ministry

There are some challenges for HRM in Church Ministry today, in case of *Recruitment and Selection*;

In *Recruitment and Selection* we must be ever vigilant in four areas: the cultural and position fit of applicants for the position; a deliberate, planned and unhurried process; an openness and transparency in the process; and finally, recognition that job security is a legitimate expectation of employees. First, as strategic HRM practitioners, we must not fall into the trap of believing that the best person is the one who should be appointed. We should be searching for the „right“ person, that is, the one who is both a *cultural fit* and a *position fit* for the Church Ministry. *Cultural fit* refers to whether a person’s values and standards are in „synch“, so to speak, with the parish’s values and standards. *Position fit* refers to whether a person’s knowledge and skills are a „match“ with the job’s requirements. To focus solely on the *position fit* of the candidate, may get the Church the „best“ candidate but *not* the right candidate. And it’s important to get the cultural and position fit right for this simple reason: The „right“ candidate may not have the highest levels of skills that the „best“ candidate has, but because their values and standards are the same or similar to those of the parish, they will have a better overall FIT with the parish and as a result may stay longer in the job. Furthermore, with respect to the *right fit* for a job and concerning those who are physically or mentally disabled,

It would be radically unworthy of man and a denial of our common humanity to admit to the life of the community, and thus admit to work, only those who are fully functional. To do so would be to practice a *serious form of discrimination*, that of the strong and healthy against the weak and sick. Work in the objective sense should be subordinated in this circumstance, too, to the dignity of man, to the subject of work and not to economic advantage" (*Laborem Exercens* 1981).

HRM in Church Ministry, therefore, must support the „new humanity of Christ" (*1 Cor 15:22*) by consciously embracing a range of workers in proactive inclusiveness.

Finally, three points need to be emphasised. First, just because we are Church (parish or diocese) as distinct from an organisation, this does not mean that our processes and procedures that define our relationships with staff (both paid and volunteers) should not be professional, fair and equitable. Second, though we need consistency of policies and procedures, a quality orientation and commitment to customer service (all the hallmarks of professionalism), we should not let our professionalism develop into an elite-ism within our parishes, our dioceses or our Church (Pirola, 1995, 79). Third, and as James Bacik so accurately stated: „Pastors today have the task of recruiting talented people, providing them with proper training, and coordinating their efforts to create a viable flourishing parish. All of these ministers are living out their baptismal vocation and *are not simply helping out the pastor*" (Bacik, Fall 2005).

2.12.2. Copt Human Resource Planning in the Church Environment

Churches are established to help people and it takes people to do that work. The challenge for churches is that the majority of the workforce is in the form of free labor that we refer to as volunteers. This creates a dynamic that is unique to churches and the nonprofit world.

The term human resources represent the people who make up the workforce (paid or volunteer) of an organization. Regardless if the position is paid or volunteer, there needs to be an intentional approach to managing the people who do the work. Human resource management provides and maintains the appropriate work force for the organization. This includes providing the manpower for current needs as well as planning for the future requirements of the organization.

In a church this includes both paid employees and volunteer labor. For example, if your church has a strategic objective to develop a children's ministry program, then it would be important to include the planning of the staffing and training of the necessary workers to support the program. This is in addition to the obvious other planning needs, like church budgeting and facility planning. Every organization is structured differently but organizing employees and volunteers under one umbrella helps to ensure that all people who support the work of the church receive the same level of training and care for the work that they do. This can mean either establishing a close collaboration between the HR department and the Volunteer department or organizing the management of volunteers within the HR umbrella. The goal being to create a strategic approach to managing the people who do the work of the church.

2.12.3. The Human Resource Management practice of Indian Orthodox Church

The Indian Orthodox Church has graciously taken a positive step to activate the Department of Human Resource Management of the Church. Though the department had been functioning in an organized manner, somehow it became defunct over the years. Now a full time office has been opened at the Catholicate Aramana exclusively for the HRM.

The HRM department objectives are the following:

1. To seek and find out the potentialities of the Church members and fruitfully utilize them for the growth and development of the Church.
2. To organize periodic meetings, seminars, camps, workshops and other programs on a central and/or regional level.
3. To identify the exceptionally brilliant students in the Church and give them ample opportunities and platform for their growth.
4. To provide all possible assistance including financial help for the talented but financially weak students.
5. To organize and conduct various orientation classes and programs for the upcoming and aspiring candidates in various professional fields.
6. To avail the professional competence of our Church members in different realms of activity of the Church.
7. To create and maintain a database at the Church headquarters of all our Priests and members.

The church hopes that with the blessings of the Almighty, and with the co-operation of our reverend priests and all beloved people across the globe, they shall be able to edify a well-organized and well-knit Human Resource Department in our Church. You are welcome to send us your valuable suggestions and comments on this matter.

2.12.4. The Church of England recruitment process

A, The recruitment practice of the Church of England focused on the following areas:

1. Finding and recruiting the right people to work with children and adults experiencing, or at risk of abuse or neglect can be difficult. What follows is a safer recruitment checklist to help make sure that dioceses and parishes recruit / appoint safely the most appropriate people as employees or volunteers. It is a criminal offence for an individual who is barred from working with vulnerable groups to apply for a regulated activity role⁵ and it is a criminal offence for an organisation to appoint a barred⁶ person to a regulated activity role.
2. Be clear about who is responsible for appointments. While there will always be local variations, responsibility for appointing clergy and licensed or approved lay ministers normally rests with the Bishop. Responsibility for paid posts, in the diocesan office, usually with the Diocesan Secretary. In local Churches the responsibility for appointments and approval of paid officers and volunteers rests with the PCC. Responsibility for the recruitment process can be delegated but it is important that the person to whom it is delegated is capable, competent and trained in safer recruitment and is also able to keep personal matters confidential.
3. Have a policy statement on the recruitment of ex-offenders. Applicants for paid and volunteer positions must be clear about how they will be treated if they are ex-offenders. The Disclosure and Barring Service (DBS) has published a sample policy statement on the recruitment of ex-offenders
4. Ensure that there are safeguarding policies in place. The Church of England has a range of national safeguarding policies. The joint statement of safeguarding principles, which appears in all national safeguarding policies must be used in the recruitment process to ensure the applicant is aware of the safeguarding approach of the Church of England.

5. Interview / discussion. Have a face-to-face interview or discussion with pre-planned and clear questions to assess a person's suitability for a role. Check the Confidential Declaration and the references.

B, Recruitment and Selection Advice

For the reasons outlined above, and to reduce the risk of non-compliance with employment standards (such as the National Employment Standards (NES) and minimum award conditions), the Church recommends that congregations seek advice from Human Resources in relation to Recruitment and Selection processes and practices. These include, but are not restricted to; industrial awards, wage/salary benchmarks, employment contract templates, advertising, position descriptions and person specifications, conducting interviews, performance management, training and development and Occupational Health & Safety matters affecting employees.

C, Finding the Right Person

Except in unusual circumstances, it is normally prudent to advertise the vacant position to ensure you have as large and as competitive a field of candidates to potentially interview. It is always advisable to have at least three applicants to interview so that benchmarking and comparisons can be made by the interview panel. The preferred advertising options are: Uniting Church SA website Positions Vacant;

- ♣ New Times
- ♣ UCE-News
- ♣ Intra local congregation
- ♣ Word of mouth
- ♣ Other local congregations
- ♣ Other Christian denominational publications
- ♣ On line recruitment, for example seek.com.au
- ♣ Recruitment Agencies where deemed appropriate. (If necessary the Human Resources
- ♣ Manager can provide contact details of preferred providers).

D, Selecting the Right Person

The selection process is undertaken using the Position Description & Person Specification as the guide for applicant selection.

There would normally be three stages to this process:

1. screening applications
2. interview process
3. reference and biographical data testing

The Interview Process

This process “gathers information and evaluates the qualifications of an applicant for employment” (De Cieri, Kramer, Noe, Hollenbeck, Gerhart and Wright, 2005). Although some times there are gut feelings, the goal is to have as much objectivity as possible and, if necessary, controlled subjectivity. Interview Panel: It is important to have multiple interviewers on a panel in order to avoid any personal bias and minimise the number of subjective judgements by panel members when one person is asked to rate another. Interviewers need to be aware of their own biases, assumptions and other personal features that may colour their perceptions of others. Types of Questions for Interview Panel: The Human Resources Manager can assist with determining the line of questioning that will provide the best result from the interview process. The questions need to have a blend of technical, experience and behavioral facets and must concentrate heavily on informing the panel whether the applicant meets all of the essential criteria outlined in the Person Specification. The interview needs to be kept structured, standardized and focused on accomplishing a small number of goals. That is, it should be planned to come out of the interview with quantitative ratings on a small number of dimensions that are observable and avoid ratings of abilities that may be better measured by tests (e.g. intelligence). The interview needs to have questions dealing with specific situations that are likely to arise in the job and use these to determine how the person is likely to behave in that situation. These questions could be delivered in two varieties: Experience based: this requires the applicant to reveal an actual experience from the past when confronting a situation. Future oriented: this requires the applicant to consider what they would likely do when confronting a certain hypothetical situation in the future.

2.13 Gender and Women's Promotion

Meanwhile another important sphere of activity which saw development at this time was gender relations and the role of women in society: "Women face many challenges in Ethiopian Society. In the countryside, they must bear a „triple burden“ of work in the home, the field and the community. Almost everywhere women are more poorly educated than men and many types of jobs are virtually closed to them.... There are exceptions though and things are changing. In many parts of Ethiopia women band together to support each other in times of crisis. Less than half of all girls go to primary school in comparison with two thirds of boys, only one in ten girls goes to secondary school in comparison with one in seven boys. Few women play leadership roles in society and there are few role models to follow," (IRR 2003:27).

Ethiopian society in general and the Orthodox Church in particular have the reputation of being very patriarchal and not respecting the rights of women. If the EOTC is to be really progressive and promote social development they should take a more positive stance towards the role of women in the Church and in society. There have been some signs of this, such as the establishment of a Women's Promotion Department at the Orthodox Development Commission (EOTC DICAAC). However, it is debatable whether this is reflected through the rank and file of the Church, especially with regard to recruitment and selection procedures.

2.14. Good Governance

In the face of all these problems it becomes increasingly obvious that what both the country and the Church require is „Good Governance“: Nowadays one cannot avoid the presentation of „good governance“ as a silver bullet that solves almost all the problems that we are facing in Africa. The approach to affect change in the socio-economic and political governance processes should start from recognizing the crucial role that non-formal relations are playing, understanding and analyzing the „political will“ they either trigger or hinder and then cautiously make them stepping stones towards the aspired change. This will also make any effort to address the structurally embedded problems of the country to be more realistic by having time bounded objectives in the short, medium and long term periods (Balcha 2015:10). This leads one to ask the question whether „non-formal relations“ are impeding or being used to promote the development of the

Church, and whether the Church herself is promoting or undermining good governance in her policies, including those of recruitment.

2.15 Strategies for Development

Clearly the EOTC needs to develop strategies for becoming more effective: “The starting point for effectiveness is knowing which tasks to do, why and how... in technical terms this involves moving from reaffirmation of mission, through strategic analysis, into operational planning and developmental activities, moving from vision to action calls for consistency,” (Fowler 1997:23). Does the Ethiopian Church have consistency; is she moving from vision to action? The first place this should be apparent is in recruitment and selection procedures.

Ethiopia is going through unparalleled process of change: “During the course of African History, complex economic and technological developments have unleashed unprecedented social and environmental transformation..the continent has been the subject of economic expansion, industrialization and urbanization, that has produced momentous social transformations. They have produced many a loser or gainer”, (Salih 2001:1). Is the Church ensuring there are steadily more „gainers“ people who get jobs and flourish in urban life, or is she aligned with sectarianism and helping to produce more „losers“. The Church has the capacity to promote the Ethiopian renaissance, her willingness and ability to do this will reflect on her long term position in society.

2.16 Challenges of Recruitment and Selection

According to Kaplan and Norton, (2004) a common problem in recruitment and selection is poor HR planning. Rigorous HR planning translates business strategies into specific HRM policies and practices. This is particularly so with recruitment and selection policies and practices. The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labor market are important in recruiting and deploying appropriate employees at the right time. Past research shows that the competency level of HR managers has a major influence on recruitment and selection and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of

the applicants. Moreover, effective recruitment and selection is possible only if there is a dedicated and competent HR team (Kaplan and Norton, 2004).

In the strategy implementation phase, the extent of recruitment and selection strategic integration can be gauged through four distinctive indicators. These indicators are: the timely supply of an adequately qualified workforce, effective job analysis and descriptions, effective selection, and the involvement of line managers in the recruitment and selection practices. A key source of uncertainty in the business strategy implementation is whether there is a timely supply of adequate qualified people, and to a great extent this uncertainty involves the quality of employees. For instance, a firm might decide to leverage a different human capital pool in terms of skills and education level than its rival firms as a competitive strategy even within the same industry to develop specific capabilities or to develop a HR process advantage. An organization can successfully eliminate this uncertainty if its recruitment and selection policies and practices are strategically integrated with business (Whitmell Associates, 2004). Effectively conducting job analysis and targeting right potential candidates ensures a good match between applicants and the jobs. Argument has been given that under qualified employees may not be able to effectively perform their job positions due to lack of knowledge and competencies, while on the other hand over qualified employees tend to experience less job satisfaction due to their higher qualification than a desired level for a given job. For every job in the organization, a thorough job analysis, which includes job description and job specifications, is necessary and based on this, an appropriate selection criteria is vital. The job description provides indications of the duties to be undertaken, and the job specification usually prescribes relevant personal qualities and attitudes as well as skills and knowledge required for the job (Johnston, 1999).

A range of methods, such as application forms, interviews, formal tests, references, assessment centres and official transcripts are used by firms in the selection process. A firm needs to choose a method that is most appropriate to the job positions. HR experts generally drive the staffing process and the purpose of the staffing is to fulfill the requirements of business, and the skill levels presented by each new recruit is likely to be judged better if the line managers are involved in the recruitment and selection process. (Dess and Jason, 2001) suggest that in business strategy implementation the involvement of line managers in the entire staffing process (i.e., drafting of job descriptions, setting selection criteria and being on the panel of recruitment)

is vital for ensuring recruitment and selection to meet business needs. In other words, the line managers are the owner of the recruitment and selection process along with HR playing a facilitator role.

Scholars have argued that other key issues and controversies run through analyses of human resource management and recruitment and selection: efficiency, control, and the difficulty of orienting practice towards social justice are often cited. The first two problematic, as (Burton, 2001) notes, have been central to the management of people for as long as managers have been present in organizations. The latter is also common across all organizations, but is a particular academic and policy concern for smaller or growing organizations (Burton, 2001). In recruitment and selection practice the construction of formalized selection frameworks and norms of acceptable discrimination may be seen as an attempt to enable managers to navigate between efficiency, control and social justice. In their advice on how to achieve the perfect fit of person, organization and job, they argue that selecting on the basis of managerial opinion is „utterly unscientific and unreliable and that managers are „liable to be turned this way and that by the most inconsequential of considerations“. In place of this unsatisfactory state of affairs, these authors propose that physiognomy and the physical self provide the key to „unlocking the inner secrets“ of the individual seeking employment, and therefore should inform the selection process. Managers are advised to assess nose, forehead, chin, habitual facial expression, digestion, skin texture, and elasticity of muscle as found in Blackford and Newcomb, 1914 early people management textbook. The underlying philosophy of this process is that everything about man indicates his character and as much information as possible should be collected to inform a decision - their list also includes religious belief and marital status.

Taking heredity and environment as bases for granting or denying access to an organization and job is now legally unacceptable. The argument presented by Blackford and Newcomb (2002), particularly in relation to skin, colour and its predictive properties, could be seen as a product of its time and place. However, it is important to note that the study is based on what was then seen as a sound scientific set of ideas and tests, which proved the premises underlying the suggested practice. Recruitment may be conducted internally through the promotion and transfer of existing personnel or through referrals, by current staff members, of friends and family members. Where internal recruitment is the chosen method of filling vacancies, job openings can be advertised by

job posting, that is, a strategy of placing notices on manual and electronic bulletin boards, in company newsletters and through office memoranda. Referrals are usually word-of-mouth advertisements that are a low-cost-per-hire way of recruiting. Internal recruitment does not always produce the number or quality of personnel needed; in such an instance, the organization needs to recruit from external sources, either by encouraging walk-in applicants; advertising vacancies in newspapers, magazines and journals, and the visual and/or audiomedias; using employment agencies to “head hunt”; advertising on-line via the Internet; or through job fairs and the use of college recruitment.

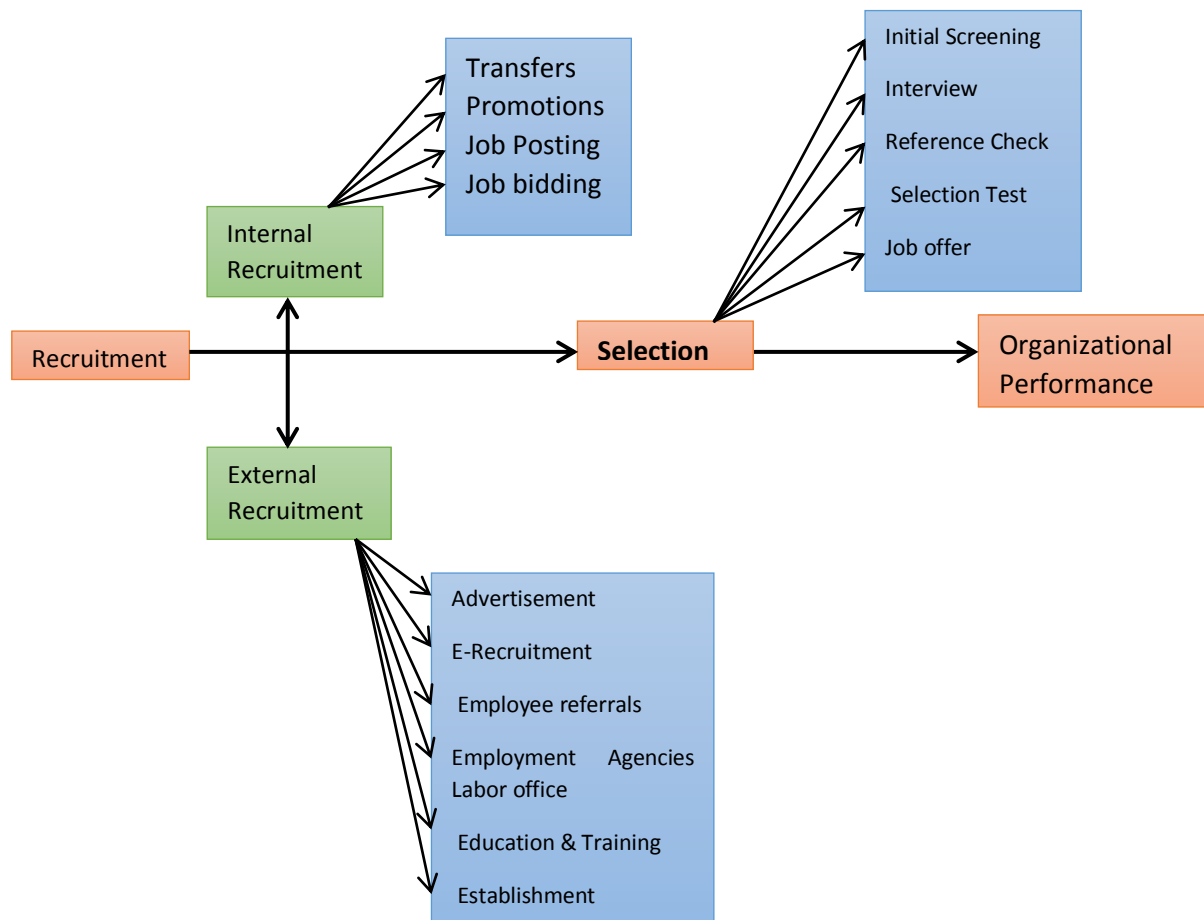
2.17 Conceptual Framework

Recruitment and selection is characterized finally by potential difficulties and it is necessary to keep abreast of developments 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 positing 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.

Figure 2.2 Conceptual Framework

Conceptual Diagram of Recruitment and Selection



Source: (Mavis Adu-Darkoh, 2014)

CHAPTER THREE

Research Design and Methodology

3.1. Introduction

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

3.2. Research design and approach

Research design is the blueprint for fulfilling research objective and answering research questions. In other words, it is a master plan specifying the methods and procedures for collecting and analyzing the needed information (John et.al, 2007). In order to study the recruitment and selection practice of employees in Ethiopian Orthodox Tewahido Church, the study has employed the descriptive type of research. This approach is selected because as it has already been mentioned in the beginning of the research study the purpose of this study is to assess the recruitment and selection practices in EOTC. The major purpose of descriptive research is to describe characteristics or a phenomenon at present. The study is designed as survey to provide systematic information about the two practices under the study.

Furthermore, descriptive statistics is about collection, organization an analysis of numerical data. This means descriptive the raw data in a clear manner. Neuman (2000:24) further described that this method enables the presentation of numerical data in a structured, accurate and summarized manner. Therefore, descriptive statistics is considered appropriate for this research because the study attempts to reveal the practices of recruitment and selection of EOTC.

With the intention of getting the general picture of the existing recruitment and selection practices, both qualitative and quantitative approaches in combination provide a better understanding of research problems than either approach alone.

3.3. Research population

Participating the whole population is unmanageable and costly for the researcher with limited time, resource and money. So sample of a population have to be selected and relevant results to the population studied have to be generalized. The target population for this study is all clerical Human resources department staff and all supervisory employees from each 20 departments of EOTC working in the patriarchate office of Addis Ababa with 300 employees including the manager, Deputy Manager and general secretary of each department; and 20 selected parish church employees which are known by the church as historical and developmental places. It includes the five main bodies of the structure (Manager, Deputy Manager, general secretary, budget and finance, and auditor of each parish church) of each church, with a total of 100 which estimated 400 target populations. The representatives were selected out of this population.

The main departments of the patriarchates office:

No.	Departments	No. of staff members	Proportion of the sample	Expected sample size
1	House development	37	0.123	13
2	Tinsa'e printing	33	0.11	11
3	Gofatibebe-Eid	31	0.103	10
4	Evangelical apostolic missionary	27	0.09	9
5	Sunday school organizing	24	0.08	8
6	Children affaire	18	0.06	6
7	Budget and finance	18	0.06	6
8	Church scholars assembly	16	0.053	5
9	General management	12	0.04	4
10	Heritage department	12	0.04	4
11	Niwayate-kidusat organizing	12	0.04	4
12	Spiritual court	10	0.033	3
13	Auditorial department	9	0.03	3
14	Kulibinewye-kidusat organizing	9	0.03	3
15	Plan and development	7	0.023	2
16	Law	5	0.017	2
17	Sebeka guba'e organizing	5	0.017	2
18	Gedamat management	5	0.017	2
19	Communication	5	0.017	2
20	Educational and training	5	0.017	2
	Total	300		101

Table3.1, Source: the HR department of the patriarchate office.

Selected parish church’s which are known by the church as historical and developmental places:

No.	Names of the church	Expected sample size
1	Debre-gelilaAmanuel cathedral	5
2	Menbere-tseba’otkidstsilase cathedral	5
3	Mekane-hiyawanst.Gebriel cathedral (gofa)	5
4	Debre-mewist.Micha’el cathedral (Adisu Michael)	5
5	Debre-genet st.gebriel cathedral (asko)	5
6	Debre-selammedhanialem cathedral (bole)	5
7	Hamere-nohkidane-mihiretGedam(shiro-meda)	5
8	Menbere-phatriarchst.maryGedam	5
9	Menbere-liulst.MarkosGedam (6 kilo)	5
10	Genete-eyesusGedam (41 mazoria)	5
11	Debre-yibabest.yaredGedam	5
12	Menbere-hiywetmedhanialemGedam (akaki)	5
13	Mekne-hiywetkidane-MhiretGedam(kaliti)	5
14	Debre-eyarikoEgziabherAabGedam	5
15	Debre-selamkechenemedihanialemdebr	5
16	Debre-hail st.Ragu’el (merkato)	5
17	Debre-selamst.Estifanos (meskeladebabay)	5
18	Genete-tsigest.Georges (Arada)	5
19	Mahadere-sibhatst.Lideta	5
20	Debre-sahilst.Michael (yeka)	5
		Total- 100

Table3.2 Source- የአዲስ አበባ አድባራትና ገዳማት(2001)

3.4. Sample and sampling techniques

The sample sizes of this research contain 201 respondents as we clearly show on table 2 at row 8. It is taken from the target population at 95% confidence level and 5% margin of error. Twenty two departments and twenty parish Church employees was included in this sample. The representative samples were drawn from Human resource department, finance department, audit and budget department, logistics department, educational department and others. The study used stratified sampling to select the representative from the population. The sample was divided in to 40 strata which come from 20 departments of the patriarchate and 20 parish Church employees. To determine the sample size the researcher used Published Tables of Glenn (1992), which provided the sample size for a given set of criteria.

To determine sample size is to rely on published tables, which provide the sample size for a given set of criteria. Sample sizes that would be necessary for given combinations of precision, confidence level and variability. Glenn (1992), presented two tables for the selection of sample size (Table-1 and Table-2). Please note two things. First, these sample sizes reflect the number of obtained responses and not necessarily the number of surveys mailed or interviews planned. Second, the sample sizes in Table 2 presume that the attributes being measured are distributed normally or nearly so. If this assumption cannot be met, then the entire population may need to be surveyed.

Table 1. Sample Size for $\pm 5\%$ and $\pm 10\%$ Precision Levels where Confidence Level is 95% and $P=0.5$.

Size of Population	Sample Size (n) $\pm 5\%$	Sample Size for precision (e) $\pm 10\%$
500	222	83
1,000	286	91
2,000	333	95
3,000	353	97
4,000	364	98
5,000	370	98
7,000	378	99
9,000	383	99
10,000	385	99
15,000	390	99
20,000	392	100
25,000	394	100
50,000	397	100
100,000	398	100
>100,000	400	100

Table 2. Sample Size for $\pm 5\%$ and $\pm 10\%$ Precision Levels where Confidence Level is 95% and $p=0.5$.

Size of Population	Sample Size (n) $\pm 5\%$	Sample Size for precision (e) $\pm 10\%$
100	81	51
125	96	56
150	110	61
200	134	67
250	154	72
300	172	76
350	187	78
400	201	81
450	212	82

Table 3.4 Source: Glenn (1992).

3.5. Data sources

The data collection process was administered by using primary data and secondary data sources. The primary data was collected by using questionnaire and personal interview which is the main method for data collection. The questionnaire contains close ended questions with 5 likert-scale (from strongly disagree to strongly agree) and distributed to the respondents. The questioner is selected because it consumes less time, minimizes cost and simple to administer. The secondary data was collected from the website of the church, internal brochures and publications and annual report. It was used to gain understanding about the organization.

3.6. Data collection instruments

Data was collected using standard questionnaire which was adopted from various scholars' works had been utilized by the researcher and used as a measuring instrument for this study. Focusing on the recruitment and selection practices and procedures to be responded by sampled respondents of employees of the church specifically designed to capture responses to assess the

practices of the EOTC. The questionnaires of this research are adopted from Ritana (2015) and National Center of Social Research (2004) and were modified according to the specific title of the research. In addition to this the researcher has added some relevant questions which are important to achieve the objective of the research. Personal data: Age, Gender, Educational qualification, Tenure and Job category and these are measured on a ordinal and nominal scale. Questions in key dimensions of the study: Formal policies and procedure of recruitment and selection; practices of recruitment and selection; methods of recruitment and selection; and recruitment methods and selection tools.

3.7. Methods of data analysis and interpretation

Following data collection, the results and participants demographic details were entered into computer assisted analyzing program (SPSS16.0 Version) to analyze the findings. Computer aided analysis programs save time and provide the accuracy and wide variety of analysis (Fisher, 2007). Saunders et al (2007) also support this argument and emphasize the advantages (time, inexpensive and accuracy) of computer aided analysis.

The method of analysis was mainly descriptive analysis. The data obtained by the close-ended questionnaires were analyzed quantitatively using percentage, graph and frequency. To do this, SPSS version 16.0 program was employed to analyze the data. The result and demographic and close-ended questions were also entered in to a computer (SPSS 16.0) to analyze the findings.

3.8. Validity and reliability

Validity refers to the extent to which a measurement instrument actually measures what is intended to measure. Validity is concerned with the degree to which the designed questionnaire items fairly and accurately represented the main variables. In order to assure validity, the questionnaire was forwarded to the subject matter experts and my advisor. Additionally, to refine the reliability of the questionnaires the research applied Chronbach's alpha test using SPSS and test-retest method are also implemented.

Table 3.4

Reliability Statistics	
Cronbach's Alpha	N of Items
.899	35

3.9. Ethical considerations

Respondents who are involved in the study were entitled to the right of privacy and dignity of treatment. Information obtained from respondents was handled confidentially. Respondents were not required to mention their name and identification number in the questioner. This situation helps them to express their idea and opinion freely. Willingness of the participant in the data gathering process is prerequisite for the study. The data that obtained from the participants was not use for other purpose. Source of data is properly cited.

CHAPTER FOUR

4. Data Analysis, discussion and Interpretation

4.1 INTRODUCTION

This study as mentioned in the previous chapter is aimed at assessing the recruitment and selection of employees in EOTC. To collect relevant data for the study, questionnaires were developed and distributed to the sampled employees; besides interviews were conducted with the HR managements of the Church. In this chapter, the collected data by the questionnaires have been analyzed with SPSS software and presented by using pie and bar charts, and tables.

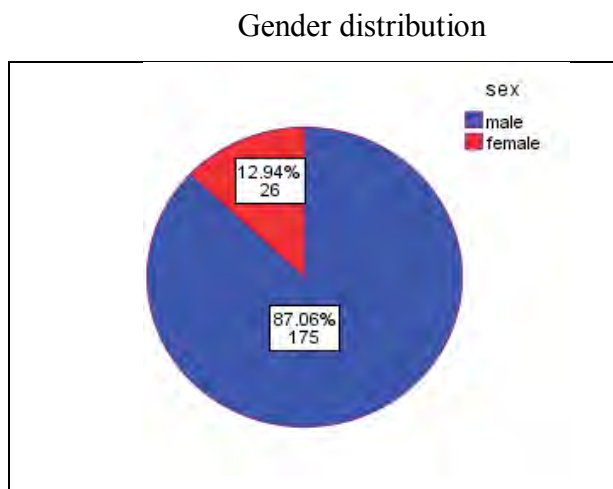
4.2 Response rate of respondents

Response rate is the percentage of respondents in the sample who completed and returned the survey. In this study two hundred one (201) questionnaire were distributed across 22 departments of the patriarchate and 20 parish Church employees. Out of which two hundred one were completed and retrieved successfully.

4.3 Respondents personal information

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

Figure 4.3.1: Frequency distribution of respondents based on gender



Source: own survvey, 2016

Based on the data collected 26(12.94%) of the respondents are females while the rest 175(87.06%) of them are males. This shows the number of male employees dominates the number of female employees in the Church.

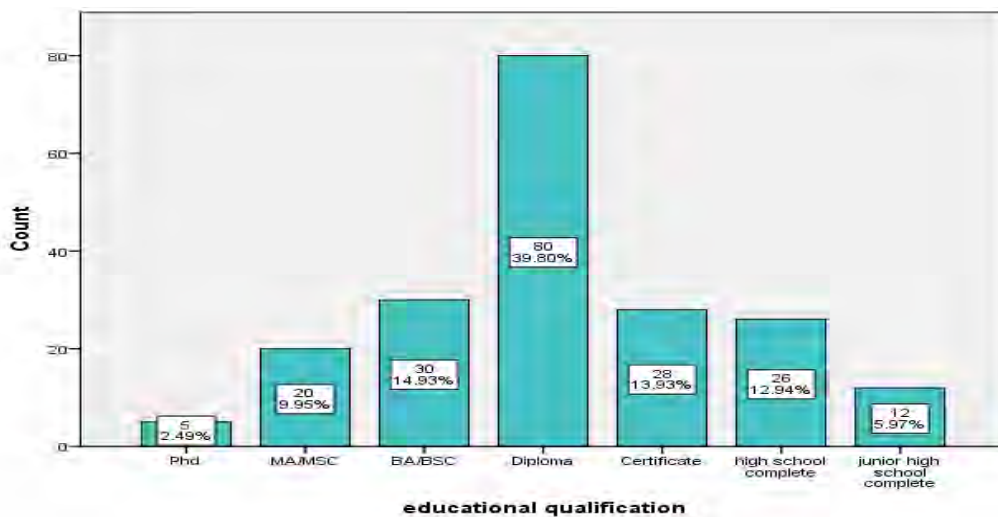
Table 4.1: Frequency distribution of respondents based on age

Age of respondents		
	Frequency	Percent
20-29	92	45.8
30-39	66	32.8
40-49	26	12.9
50-59	12	6.0
older than 60	5	2.5
Total	201	100.0

Source: own survey, 2016

As to the age distribution of the respondents, out of the total respondents 45.8% of the respondents are between the age group of 20-29; 32.8% of respondents are found between the age 30-39; 12.9% of the respondents found between the age of 40-49; whereas 6.0% of them are found in the age group of 50-59; and 2.5% of respondents are older than 60. This indicates that most employees found in the church are young employees and can be more productive if they are recruited and selected properly. However, the church should also provide due consideration to the senior employees since they might have more experience and knowledge.

Graph 4.3.2 Frequency distribution of the respondents based on educational level



Source: own survey, 2016

As shown in the above graph, 5.97% of the respondents completed junior high school; 12.94% of them finished high school and 13.93% of the respondents have certificate. Moreover, 39.80% of the respondents have college diploma whereas 14.93% of them are BA/BSc Degree holders and 9.95% of the respondents are MA degree graduates. Additionally the rest 2.49% of the respondents are Phd. holders. This illustrates that the majority of the respondents have educational backgrounds. As a result the church should design an effective HRM system that allows employees to develop their careers. This can be an asset to the church as they have the required knowledge and skills to attain institutional goals and mission.

Table 4.2 Frequency distribution of the respondents in job category

	Frequency	Percent
Managerial	23	11.4
professional/Expert	92	45.8
Officer	37	18.4
Clerical	49	24.4
Total	201	100.0

Source: own survey, 2016

From this table we can see that 45.8% of the respondents work as professional employees, 24.4% of respondents work in various clerical positions, 18.4% of respondents are officers, and the rest 11.4% of the respondents serves the church on various managerial positions. The level of professional employees in the church are high which implies that by giving more attention for the recruitment and selection process, employees can be brought up to the institution service standards.

Table 4.3 Frequency distribution of respondents in years of service

	Frequency	Percent
less than one year	10	5.0
1-5 years	28	13.9
6-10 years	49	24.4
10-15 years	52	25.9
longer than 15 years	62	30.8
Total	201	100.0

Source: own survey, 2016

As presented in the above table, 5.0% of the respondents have been working in the church for less than one year. Moreover, 13.9% of them have been serving the church for 1-5 years and 24.4% of the respondents have been working for 6-10 years. Furthermore, 25.9% of them have been working in the church for 10-15 years, and 30.8% of them have been working in the church for more than 15 years. From the information provided, it could be safe to conclude that majority of the employees are well experienced and basic information to respond the questionnaire properly.

4.4 Analysis and interpretation of data concerning the recruitment and selection method used by the church.

Table 4.4.1, The internal policy and awareness of employees

Question1	Valid	Frequency	Percent	Mean	Std. deviation
The EOTC has clear internal policies and procedures on recruitment and selection of employees	Strongly disagree	83	41.3	2.4179	.90248
	Disagree	71	35.3		
	Neutral	20	10.0		
	Agree	19	9.5		
	Strongly Agree	8	4.0		
	Total	201	100		
I am aware of the formal policies and procedures of recruitment and selection	Strongly disagree	41	20.4		
	Disagree	54	26.9		
	Neutral	41	20.4		
	Agree	48	23.9		
	Strongly Agree	17	8.5		
	Total	201	100.0		
I receive training and/or orientation on recruitment and selection policies and procedures of the EOTC	Strongly disagree	49	24.4		
	Disagree	68	33.8		
	Neutral	26	12.9		
	Agree	45	22.4		
	Strongly Agree	13	6.5		
	Total	201	100.0		

Source: own survey (2016)

The above table 4.4.1 shows the internal policy and awareness of employees and how well they are applied. In the first question out of the total 201 respondents 41.3% of the respondents strongly disagreed and 35.3% of the respondents disagreed to the premises that the EOTC has

clear internal policies and procedures on recruitment and selection of employees; 10.0% of the respondents were neutral while the rest 9.5% of the respondents agreed and 4.0% of the respondents strongly agreed. This indicates that the EOTC has no clear internal policy and procedures on recruitment and selection.

In the second item of the above table 1, 20.4% of the respondents strongly disagreed and 26.9% of the respondents disagreed to the awareness of the formal policies and procedures of the recruitment and selection; 20.4% of the respondents were neutral while the rest 23.9% of the respondents agreed and 8.5% of the respondents strongly agreed. This indicates that most of the employees are not aware of the formal policies and procedures of recruitment and selection.

The last item of the table is that they receive training and/or orientation on recruitment and selection policies and procedures of the EOTC. 24.4% of the respondents strongly disagreed and 33.8% of the respondents disagreed to this premises; 12.9% of the respondents were neutral while the rest 24.4% of the respondents agreed and 6.5% of the respondents strongly agreed. This implies that most of the EOTC employees didn't receive training and/or orientation on recruitment and selection policies and procedures.

According to the interview conducted with HR managers of the church regarding formal policy for the recruitment and selection of employees, Out of the six HR managers and HR officers interviewed only all are responded yes; there is an official, formal policy for recruitment and selection of employees. However, this official policy is in practice often not implemented and other factors play a major role in the recruitment and selection process. A few HR staff claimed that the official form of policy was always implemented yet most thought that ethnicity, area of origin, being introduced by important people and similar reasons were more important than official policy. Obviously, different networks of influence had strong impact on the recruitment and selection process and were used to promote certain favored candidates. This clearly indicates along with other factors informal recruitment and selection has a negative effect on performance of the organization.

Table 4.4.2, HR planning and transparency for recruitment and selection

Question2	Valid	Frequency	percent	Mean	Std. Deviation
The recruitment and selection process is monitored to ensure fairness and transparency	Strongly disagree	65	32.3	2.4303	1.10685
	Disagree	65	32.3		
	Neutral	28	13.9		
	Agree	26	12.9		
	Strongly Agree	17	8.5		
	Total	201	100.0		
There is proper planning for the recruitment and selection process	Strongly disagree	52	25.9		
	Disagree	61	30.3		
	Neutral	32	15.9		
	Agree	41	20.4		
	Strongly Agree	15	7.5		
	Total	201	100.0		

Source: own survey (2016)

The above tables 4.4.2 shows that HR planning and transparency for recruitment and selection. For the first question out of the total 201 respondents 32.3 of them strongly disagreed and 32.3 of the respondents disagreed to the premises; 13.9% of the respondents were neutral while the rest of 12.9%agreed and 8.5% of the respondents strongly agreed. This indicates that majority of employees agreed the recruitment and selection process is monitored to ensure fairness and transparency.

The second item in the above table, 15.9% of the respondents were neutral on the issue regarding the proper planning for the recruitment and selection process. 20.4% of the respondents agreed and 7.5% of the respondents strongly agreed. The rest 25.9% of respondents strongly disagreed and 30.3% of respondents disagreed. This indicates that there is no proper planning for the recruitment and selection process.

Table 4.4.3, The notification, criteria and process of HR policy

Question3	Valid	Frequency	percent	Mean	Std. Deviation
I agree with the way of notification for internal vacancies	Strongly disagree	35	17.4	2.8856	.80668
	Disagree	61	30.3		
	Neutral	23	11.4		
	Agree	67	33.3		
	Strongly Agree	15	7.5		
	Total	201	100.0		
I agree with the relevance of the selection criterion used by the church to select competent employees	Strongly disagree	44	21.9		
	Disagree	63	31.3		
	Neutral	21	10.4		
	Agree	57	28.4		
	Strongly Agree	16	8.0		
	Total	201	100.0		
The recruitment and selection process affects the service delivery of the church	Strongly disagree	27	13.4		
	Disagree	57	28.4		
	Neutral	18	9.0		
	Agree	61	30.3		
	Strongly Agree	38	18.9		
	Total	201	100.0		

Source: own survey(2016)

The above table 4.4.3 shows that if the employees agreed on the notification for internal vacancy, the selection criteria and process of HR policy. The first item of the table indicates out of the total 201 respondents 17.4% of them strongly disagreed to the premises. 30.1% of the respondents disagreed and 11.4% were neutral about it. The rest 33.3% of the respondents agreed and 7.5% strongly agreed. This shows the majority of the respondent's didn't agree the way of notification for internal vacancy.

In the second item 21.9% of the respondents strongly disagreed and 31.3% of the respondents disagreed to the issue regarding the relevance of the selection criterion used by the church to select competent employees; 10.4% of the respondents were neutral while 28.4% of the respondents agreed and 8.0% of the respondents strongly agreed. This implies that most of the

respondents didn't agree with the relevance of the selection criterion used by the church to select competent employees.

The last item of this table 4.4.3 shows how the recruitment and selection process affects the service delivery of the church. 13.4% of the respondents strongly disagreed and 28.4% of the respondents disagreed; 9.0% of the respondents were neutral while 30.3% of the respondents agreed and 18.9% of the respondents strongly agreed to it. According to the data gathered most employees agreed that the recruitment and selection process affects the service delivery of the church.

Table 4.4.4, Internal and external focus of recruitment and selection

Question4	Valid	Frequency	percent	Mean	Std. Deviation
The recruitment process of the church focuses more internally	Strongly disagree	25	12.4	2.8159	0.75229
	Disagree	29	14.4		
	Neutral	26	12.9		
	Agree	92	45.8		
	Strongly Agree	29	14.4		
	Total	201	100.0		
The recruitment process of the church focuses more externally	Strongly disagree	44	21.9		
	Disagree	93	46.3		
	Neutral	35	17.4		
	Agree	22	10.9		
	Strongly Agree	7	3.5		
	Total	201	100.0		

Source: own survey(2016)

Table 4.4.4 shows that Internal and external focus of recruitment and selection. As we can see in the first question 12.4% respondents strongly disagreed with this premise; 14.4% the respondents disagreed and 12.9% of the respondents were neutral. 45.8% of the respondents agreed to the fact that the recruitment process of the church focuses more internally and 14.4 of the respondents strongly agreed to this from the total 201 respondents. This implies that most employees agreed the recruitment process of the church focuses more internally.

As we can see from the table, 21.9% respondent strongly disagreed to the second premise (The recruitment process of the church focuses more externally). 46.3% of the respondents disagreed;

17.4% of the respondents were neutral. 10.9% of the respondents agreed and 3.5% of the respondents strongly agreed to this premise. This indicates that majority of respondents disagreed to the premise; that is the recruitment process of the church focuses more externally.

According to the interview conducted this premises supported by the HR managers of the EOTC (Addis Ababa diocese) regarding the internal and external consideration of employees when vacancies occurred, Majority of the HR managers mentioned that naturally, existing employees are considered for vacancies. Indeed they are normally given priority and preferred to other candidate because they are already members of the organization and familiar to the staff. There are a few managers who prefer external staff, because they think it was bring new blood and innovation to the organization and that generate new ideas.

Although the majority of staff are more influence by having prior knowledge of the candidate and there by being familiar with them. One of the reasons for this is because it is assumed that candidates who are already familiar with the organization was fit in better and cause less friction, while those from outside are liable to be more problematic.

Table 4.4.5, Fairness and transparency of recruitment and selection

Question5	Valid	Frequency	percent	Mean	Std. Deviation
Do you believe that the EOTC strictly follows the recruitment and selection policy and procedure?	Very poor	101	50.2	1.8209	0.79371
	Poor	51	25.4		
	Average	38	18.9		
	Very good	7	3.5		
	Excellent	4	2.0		
	Total	201	100.0		
Do you think that the newly implemented recruitment and placement was faire and transparent?	Very poor	93	46.3		
	Poor	62	30.8		
	Average	32	15.9		
	Very good	12	6.0		
	Excellent	2	1.0		
	Total	201	100.0		
Is there equal opportunity for all potential employees during recruitment and selection?	Very poor	103	51.2		
	Poor	54	26.9		
	Average	28	13.9		
	Very good	13	6.5		
	Excellent	3	1.5		
	Total	201	100.0		

Source: own survey(2016)

According to the above table 4.4.5, we can see that out of the total respondents 50.2% and 25.4% of the respondents rated very poor and poor respectively; on the other hand 3.5% and 2.0% of the respondents rated very good and excellent respectively and 18.9% of respondents were average concerning whether the church strictly follows the recruitment and selection policy and procedure. The above result indicates most of the respondents didn't agree that the church strictly follows the recruitment and selection policy and procedure.

In the second item of table 5 respondents were asked to the fairness and transparency of placement and newly implemented recruitment. Accordingly 15.9% of the respondents were average, while 46.3% and 30.8% of the respondents rated very poor and poor respectively. On the other hand 6.0% and 1.0% of the respondents rated very good and excellent respectively. From this we can see that majority of respondents didn't agree the fairness and transparency of the newly implemented recruitment and placement.

The third item of the table illustrated that from the total respondents 13.9% of respondents rated average, while 26.9% and 51.2% of respondents rated poor and very poor respectively. On the contrary 6.5% and 1.5% of the respondents rated very good and excellent respectively. From this result we can learn that majority of respondents rated below very good. This indicates there is no equal opportunity for all potential employees during recruitment and selection.

From the interviews we can observe that there is a proforma effective mechanism for monitoring recruitment and selection procedures through collective committees which follow up the procedures. These committees add an air of legitimacy to the recruitment and selection activities. However, they are not empowered with disciplinary measures and thus their impact is limited. As yet, there is not a collective will or determination to ensure truly transparent objective and effective recruitment and selection procedures. On the contrary, there are too many vested interests, which mitigate against this.

The current situation includes a lot of series challenges, yet we are making great effect to improve the situation and to ensure a higher level of objectivity and transparency. Certain members of staff emphasised the importance of bridging the gap between the official church pronouncement (Kalawadi) and modern managerial methods, especially with regard to employment issues.

Table 4.4.6, Test and interview

Question6	Valid	Frequency	percent	Mean	Std. Deviation
Does the recruitment and selection practice lead to recruit and select competent staff?	Very poor	89	44.3	2.6036	0.90087
	Poor	39	19.4		
	Average	48	23.9		
	Very good	16	8.0		
	Excellent	9	4.5		
	Total	201	100.0		
Have you been provided with test during your employment?	Very poor	27	13.4		
	Poor	53	26.4		
	Average	59	29.4		
	Very good	41	20.4		
	Excellent	21	10.4		
	Total	201	100.0		
Have you been interviewed during the selection process?	Very poor	37	18.4		
	Poor	51	25.4		
	Average	50	24.9		
	Very good	33	16.4		
	Excellent	30	14.9		
	Total	201	100.0		

Source: own survey (2016)

As presented from table 4.4.6 respondents were asked to express their opinion if the recruitment and selection practice lead to recruit and select competent staff. In relation to this 23.9% respondents rated average, while 8.0% and 4.5% of the respondents rated very good and excellent respectively. However 19.4% and 44.3% of the respondents rated poor and very poor. From the above point one can learn that majority of respondents agreed on the recruitment and selection practice lead to recruit and select competent staff.

In the second item of table 6, 13.4 % of the respondents rated very poor and 26.4%% of the respondents rated poor to the premise that if the employees have been provided with test during their employment; 29.4% of the respondents were rated average while the rest 20.4% of the respondents rated very good and 10.4% of the respondents rated excellent. This indicates that majority of the respondents didn't provided with test during their employment.

In the third item of the above table, 18.4% of the respondents rated very poor to the fact that they have been interviewed during the selection process; 25.4% of the respondents rated poor and 24.9% of the respondents were rated neutral; while the rest 16.4% of the respondents rated very good and 14.9% of the respondents rated excellent. This indicates that majority of the respondents have not interviewed during the selection process.

4.5 The recruitment policy

Table 4.5.1, The recruitment policy

Question7	Valid	Frequency	percent	Mean	Std. Deviation
The recruitment policy is implemented effectively	Strongly disagree	34	16.9	2.2015	0.84806
	Disagree	72	35.8		
	Neutral	69	34.3		
	Agree	19	9.5		
	Strongly Agree	7	3.5		
	Total	201	100.0		
The church clearly defines the recruitments and candidate specifications in the recruitment process	Strongly disagree	41	20.4		
	Disagree	52	25.9		
	Neutral	83	41.3		
	Agree	17	8.5		
	Strongly Agree	8	4.0		
	Total	201	100.0		
Time taken for the recruitment is quick and applicants are informed on time	Strongly disagree	85	42.3		
	Disagree	81	40.3		
	Neutral	11	5.5		
	Agree	16	8.0		
	Strongly Agree	8	4.0		
	Total	201	100.0		
I have been fairly treated by the recruitment panels	Strongly disagree	79	39.3		
	Disagree	88	43.8		
	Neutral	11	5.5		
	Agree	15	7.5		
	Strongly Agree	8	4.0		
	Total	201	100.0		

Source: own survey (2016)

In the table 4.5.1 the first question shows the implementation of recruitment policy. Out of the total 201 respondents 16.9% respondents strongly disagreed and 35.8% of the respondents disagreed to the statement the recruitment policy is implemented effectively. 34.3% of the respondents were neutral. The rest 9.5% and 3.5% of the respondents agreed and strongly agreed. This indicates that the recruitment policy isn't implemented effectively.

In the second item of table 4.5.1, 20.4% of the respondents strongly disagreed and 25.9% of the respondents disagree to the premise that the church clearly defines the recruitments and candidate specifications in the recruitment process; 41.3% of the respondents were neutral while the rest 8.5% of the respondents agreed and 4.0% of the respondents strongly agreed. This

indicates that the church didn't clearly define the recruitments and candidate specifications in the recruitment process.

In the third item of the above table, 42.3% of the respondents strongly disagreed to the idea that time taken for the recruitment is quick and applicants are informed on time; 40.3% of the respondents disagreed to it and 5.5% of the respondents were neutral while the rest 8.0% of the respondents agreed and 4.0% of the respondents strongly agreed. This indicates that time taken for the recruitment is not quick and applicants are not informed on time.

The last item of this table 4.5.1 shows how employees treated by the recruitment panels. 39.3% of the respondents strongly disagreed and 43.8% of the respondents disagreed to the fact that they have been fairly treated by the recruitment panels; 5.5% of the respondents were neutral while 7.5% of the respondents agreed and 4.0% of the respondents strongly agreed to it. According to the data gathered most employees have not been fairly treated by the recruitment panels.

Table 4.5.2, The recruitment methods to the internal and external candidates

Question8	Valid	Frequency	percent	Mean	Std. Deviation
The recruitment method used by the church to attract candidates externally is good	Strongly disagree	99	49.3	1.8308	0.96112
	Disagree	79	39.3		
	Neutral	3	1.5		
	Agree	12	6.0		
	Strongly Agree	8	4.0		
	Total	201	100.0		
The method that the church uses to recruit internally is good	Strongly disagree	78	38.8		
	Disagree	98	48.8		
	Neutral	1	0.5		
	Agree	14	7.0		
	Strongly Agree	10	5.0		
	Total	201	100.0		

Source: own survey (2016)

Table 4.5.2, shows that the recruitment method to attract candidates externally is good. As we can see there are 49.3% respondents strongly disagreed with this premise and 39.3% the respondents disagreed. 1.5% of the respondents were neutral. 6.0% of the respondents agreed to the statement that the recruitment method to attract candidates externally is good and 4.0% of the respondents strongly agreed to this. This implies that most employees disagree with the recruitment method to attract candidates externally is good.

As we can see from the above table, item two 38.8 respondents strongly disagreed to the premise (The method that the church uses to recruit internally is good). 48.8% of the respondents disagreed; 0.5% of the respondent was neutral. 7.0% of the respondents agreed and 5.0% of the respondents strongly agreed to this premise. This indicates that majority of the respondents agreed to the church uses to recruit internally is not good.

According to the data that is from the interview, the methods for making known vacancies include internal notification advertisement and official announcement, word of mouth communication especially to specific interest groups such as centers of ecclesiastical traditional education and private circles of acquaintance. In the official procedure advertisement and announcement to the wider public are always emphasized; however in practice candidates recruited through informal means often enjoy preferential treatment over others. Official recruitment and selection announcement do not mentioned obvious taken for granted criteria such as that the candidate should be orthodox Christians, and that it is preferable for them to be familiar with the traditional ecclesiastical education system. Furthermore other criteria such as having an appropriate spiritual life style and showing deference and politeness and being obedient to superiors. Some of the HR staff are of the opinion that the previously mentioned “virtues”; are more important than creative thinking or ability to act independently.

Table 4.5.3, Vacancy advertisement

Question	Valid	Frequency	percent	Mean	Std. Deviation
Qualification requirements of a job are properly stated on vacancy advertisement	Strongly disagree	97	48.3	1.8517	0.91395
	Disagree	79	39.3		
	Neutral	2	1.0		
	Agree	13	6.5		
	Strongly Agree	10	5.0		
	Total	201	100.0		
Content of vacancy advertisements is good and contains all the necessary information	Strongly disagree	73	36.3		
	Disagree	101	50.2		
	Neutral	3	1.5		
	Agree	12	6.0		
	Strongly Agree	12	6.0		
	Total	201	100.0		
Duties and responsibilities of the job holder are properly stated on vacancy advertisement	Strongly disagree	97	48.3		
	Disagree	78	38.8		
	Neutral	3	1.5		
	Agree	18	9.0		
	Strongly Agree	5	2.5		
	Total	201	100.0		
The church uses a convenient and accessible media to advertise vacancies	Strongly disagree	84	41.8		
	Disagree	95	47.3		
	Neutral	2	1.0		
	Agree	13	6.5		
	Strongly Agree	7	3.5		
	Total	201	100.0		
The recruitment process was satisfactory	Strongly disagree	81	40.3		
	Disagree	95	47.3		
	Neutral	0	0		
	Agree	16	8.0		
	Strongly Agree	9	4.5		
	Total	201	100.0		

Source: own survey(2016)

In the above table 4.5.3 of the first question, 48.3% and 39.3% of the respondents strongly disagreed and disagreed respectively to the premise (Qualification requirements of a job are properly stated on vacancy advertisement); 1.0% of the respondents were neutral; 6.5% of the respondents agreed and 5.0% of the respondents strongly agreed. The majority of the

respondents responded by saying that the qualification requirements of a job are not properly stated on vacancy advertisement.

Employees were asked if Content of vacancy advertisements is good and contains all the necessary information. Out the total respondents 36.3% of the respondent's strongly disagreed and 50.2% of the respondents disagreed. 1.5% of the respondents were neutral; 6.0% of the respondents agreed and 6.0% of the respondents strongly agreed. As we can see from the analysis, majority of the respondents responded by saying that, Content of vacancy advertisements is not good and didn't contain all the necessary information.

In the third premise (duties and responsibilities of the job holder are properly stated on vacancy advertisement) out of the total 201 respondents, 48.3% of the respondents strongly disagreed; 38.8% of the respondents disagreed; 1.5% of the respondents were neutral about the issue. And 9.0% of the respondents agreed and 2.5% of the respondents strongly agreed. This shows that duties and responsibilities of the job holder are not properly stated on vacancy advertisement of the church.

As we can see from the above table of question four, there is 41.8 respondents strongly disagrees and 47.3% of the respondents disagreed that the church uses a convenient and accessible media to advertise vacancies and 1.0% of the respondents were neutral about it. The smallest group of the respondents which is 6.5% of the respondent agreed and 3.5% of the respondents strongly agreed that the church uses a convenient and accessible media to advertise vacancies. This shows that majority of the employees in the church didn't agreed that the church uses a convenient and accessible media to advertise vacancies.

In the last item of the table out of the 201 respondents 40.3% and 47.3% of the respondents don't like the recruitment process of the church. But the rest 8.0% and 4.5% of the respondents like the recruitment process of the church. As we can see from the above figure majority number of employees doesn't like the recruitment process of the church.

4.6, The selection process

Table 4.6.1, Selection process

Question10	Valid	Frequency	percent	Mean	Std. Deviation
The selection process of the church is good in general	Strongly disagree	82	40.8	2.0547	1.01587
	Disagree	87	43.3		
	Neutral	4	2.0		
	Agree	23	11.4		
	Strongly Agree	5	2.5		
	Total	201	100.0		
I have been interviewed in the selection process	Strongly disagree	60	29.9		
	Disagree	92	45.8		
	Neutral	6	3.0		
	Agree	36	17.9		
	Strongly Agree	7	3.5		
	Total	201	100.0		

Source: own survey(2016)

Table 4.6.1, the first item shows that if the selection process of the church is good in general. As we can see 40.8% of respondents strongly disagree with this premise but and 43.3% of the respondents disagreed, while 2.0% of the respondents were neutral. 11.4% of the respondents agreed to the statement that the selection process of the church is good in general and 2.5% of the respondents strongly agreed to this. This implies that most employees agreed that the selection process of the church is not good in general.

As we can see from the second item of the table 29.9% respondent strongly disagreed to the above premise (I have been interviewed in the selection process). 43.3% of the respondents disagreed; 2.0% of the respondent was neutral. 11.4% of the respondents agreed and 2.5% of the respondents strongly agreed to this premise. Almost all (84.1%) of the respondents responded by saying that they have not been interviewed in the selection process.

From the interview part there is a variety of opinions concerning which selection procedures are more decisive in gaining the final outcome. There are those who are adamant that everything is working efficiently as it should and that the official criteria are been given due consideration. However, a sizable other group are vehement that objective standards are not being at heard to. Rather all kinds of other official criteria are given priority. In the context of a very traditional organization it is not surprising that such practices occurred. Furthermore there are those who argue that we should give due priority to our own indigenous systems of evaluation and education, consequently the traditional ecclesiastical education system should be considered of

equal status to the modern state education system. Yet, there is no consensus on this issue, and others point out deficiencies in the traditional ecclesiastical system. The deficiencies include items of importance in contemporary administration systems such as skills in accounting, finance, management and others.

Table 4.6.2, Vacancy advertisement

Question11	Valid	Frequency	percent	Mean	Std. Deviation
The interview questions asked when I was initially hired in the church are related	Strongly disagree	90	44.8	2.0075	1.00240
	Disagree	76	37.8		
	Neutral	3	1.5		
	Agree	26	12.9		
	Strongly Agree	6	3.0		
	Total	201	100.0		
I was comfortable with the interviewer/s overall approach	Strongly disagree	88	43.8		
	Disagree	73	36.3		
	Neutral	2	1.0		
	Agree	25	12.4		
	Strongly Agree	13	6.5		
	Total	201	100.0		
The selection test I took when I was initially hired in the church was related to the job	Strongly disagree	104	51.7		
	Disagree	65	32.3		
	Neutral	1	0.5		
	Agree	22	10.9		
	Strongly Agree	9	4.5		
	Total	201	100.0		
Selection tests administered to fill vacancies are job related	Strongly disagree	90	44.8		
	Disagree	76	37.8		
	Neutral	2	1.0		
	Agree	24	11.9		
	Strongly Agree	9	4.5		
	Total	201	100.0		
The church chooses a type of test which is appropriate for the job under consideration	Strongly disagree	64	31.8		
	Disagree	101	50.2		
	Neutral	3	1.5		
	Agree	27	13.4		
	Strongly Agree	6	3.0		
	Total	201	100		
Sufficient time is allotted to complete selection test	Strongly disagree	38	18.9		
	Disagree	121	60.2		
	Neutral	2	1.0		
	Agree	27	13.4		
	Strongly Agree	13	6.5		
	Total	201	100.0		

Source: own survey(2016)

As can be seen in Table 4.6.2, the majority of the employees responded that they are agreed with the first item that the interview questions asked when they are initially hired in the church was not related. 44.8% of the average respondents were strongly disagreed and 37.8% were disagreed, 1.5% was neutral, 12.9% are agreed and 3.0% were strongly agreed. From this 82.6% of the respondents are in the range of disagreed this indicates that the interview questions asked when they are initially hired in the church are not related.

According to the above table, in the second question we can see that out of the total respondents 43.8% of the respondents strongly disagreed; 36.3% of the respondents disagreed; 1.0% of the respondents were neutral and the rest 12.4% and 6.5% of the respondents agreed and strongly agreed respectively with the approach of the interviewer/s. The analysis made and presented in the above figure clearly confirms that, majority employees in the church agreed that the interviewer/s overall approach was not comfortable.

In the third item of the table indicates the respondents' perception regarding the selection test they took when they are initially hired in the church was related to the job. It shows that 51.7% strongly disagreed, 32.3% disagreed, 0.5% neutral and 10.9% were agreed and 4.5% strongly disagreed. The rating of response regarding the selection tests administered to fill vacancies are job related showed that 4.5% are strongly agreed, 11.9% were agreed, 1.0% rated as neutral, 37.8% are disagreed 44.8% strongly disagree. This clearly implies that majority of employees agreed the selection test they took when they are initially hired in the church was not related to the job. Also they agreed the selection tests administered to fill vacancies are not job related.

In the fifth item of the table, 31.8% of the respondents strongly disagreed to the question that the church chooses a type of test which is appropriate for the job under consideration and 50.2% of the respondents disagreed. 1.5% of the respondents were neutral and the minority of the respondents which is 3.0% of the respondents strongly agreed and 13.4% of the respondents agreed on this premise. This clearly indicated that more than 82% of the respondents believe that the church didn't choose a type of test which is appropriate for the job under consideration.

In the last item of the above table, 18.9% of the respondents strongly disagreed to the premises that sufficient time is allotted to complete selection test and 60.2% of the respondents disagreed to it. 1.0% of the respondents were neutral while 13.4% of the respondents agreed and 6.5%

respondents strongly disagreed. This indicates that majority of the respondents think that the time given to the selection test is not sufficient.

In the Interviews of HR managers out of the 20 HR managers from those that were approached for interview regarding to the issue of assessment on the recruitment and selection process of the church employees, the researcher could only interview 6 HR managers so for the rest parish churches, the researcher has collected the data needed by interviewing HR officials.

Almost all of the respondents agreed that the HR plays an important role in the official recruitment and selection process. They determine what methods are used such as exams interviews and writing letters of motivation. Yet despite playing the primary role in establishing the recruitment and selection process they are often not decisive in making the final selection. Objective criteria are often passed over in favor of other factors which eventually are more influential in determining final outcomes. Furthermore, other employees give report to the managers telling them about the number of new recruits required, and then the HR give instructions for the appropriate number of staff to be recruited and selected.

The most obviously and outstanding challenge in associating with the recruitment and selection process is clearly how to reconcile and align traditional persistent current traditional practices with genuine up-to-date objective and transparent managerial practices with especial regard to recruitment and selection. These obviously required a lengthy gradual process and cannot be achieved at one time. Patience and wisdom is required in its implementation, otherwise it will not be effective.

Inevitably there are those who argue that the root of the problem is that the main authorities do not recognize the significance and value of the HR department. And in certain cases intervene and undermine it.

Finally the major factors considered for recruitment and selection in the church are fulfilling the academic and work experience criteria as well as successfully passing tests, interviews and other selection procedures however in practice certain other unofficial criteria can play a decisive role. This can include factors such as ethnicity, place of origin, family background, being introduced by the right people, comportment (appearing to be spiritual and subservient), having a background in traditional studies and not questioning be established statuesque.

Certain staff members discern that more emphasis is placed on continuing existing systems and indigenous sort patterns and mentalities than in being innovative and rising to the challenges of our contemporary age of globalization and information services.

As majority of the respondents agreed the HR department of the church has sufficient executive authority and power to exercise its function in an appropriate way. However this often remains theoretical, and in practice it is often unable to push through its policy. This means that the department's authority is often not actualized and on the contrary the department authority is often over ruled by other factors, such as ethnicity, spirituality and educational background.

Certain HR managers wishing to defend the dignity of the HR department insist that they are extremely effective in discharging all their responsibilities, and not influenced by external factors.

4.7 Responses on Open Ended Questions

The following are responses acquired from open ended question where respondents have showed their different opinions from their experiences. Therefore the researcher has presented the response of employees underneath the questions asked.

1. Are the recruitment and selection processes vague or unclear? If, yes, how? Most of the respondents believed that;
 - The selection and recruitment practice of the church is in paper not in practice.
 - It is clear but not updated.
 - Only for liturgical position the recruitment and selection is clear but not for management positions.
 - Most of the time the process of selection ends internally.
 - The church is almost zero level in recruitment and selection practice.
 - The selection is not considering the potential candidates.
 - There are no formal criteria to the position of administration.
 - In most cases of recruitment the church didn't use a vacancy. Except some departments of the church (such as Orthodox development commission DICAD, which deal more with foreign organization).

2. Does the administrative process follow the policy and strategy of recruitment and selection?

Except some of the respondents majority of them disagreed. They believed that;

- There is no clear HR strategy on recruitment and selection.
- Employees are not clear with the recruitment and selection process of the church.
- In order to follow the formal policy the managers use informal way, which can lead to corruption, ethnicity and other problems.
- Sometimes as of the managers capability it may works.

3. Are the recruitment and selection processes clear for all employees of the church?

Respondents responded that;

- It is not clear except for liturgical position.
- Not clear because it is done by corruption.
- Not, because there is no modern mechanism to announce for the candidates.
- Not clear because every decision done by the central bodies which doesn't have adequate knowledge on the area of recruitment and selection.

4. What is/are your opinion on the recruitment and selection process of the Church?

Majority of the respondents raised similar issues among them the following are the most attention given by the employees;

- The church must give attention to the HR department.
- The church should have clear recruitment and selection policy in order to achieve its mission successfully.
- The church must give equal opportunities for all candidates.
- The church must follow faire and transparent policy of recruitment and selection.
- The selection must be based on knowledge, skill and educational status.
- The church must give attention to the graduates from theological colleagues in order to bridge the gap between the modern and traditional administrative issues.
- It is better to take good HRM experience through the government as well as non-government institutions.

- The church gives spiritual service, so it is better to be spiritual and to pray in order to solve the administrative problems.
- It is better to give priority to the church, rather than giving attention for personal interest.
- As the church is representative of God, it is better to be loyal and model for other institution.
- It is better to revise „Kalawadi“ on management issues.
- In order to be accountable and transparent the church should be revise the „Kalawadi“ by the church scholars which have adequate knowledge on the area of HRM.
- Even, the recruitment and selection method must have canonical order.
- The HRM approach of the church is very poor, so the higher executive bodies must work hard to make the HRM system very effective.
- The church must need to have one official media to announce the people when there is vacancy.
- The Holy Synod must give attention to this issue.
- It is good to include all ethnic group rather than small group of the country.
- It is better to include female candidates in the selection process, as they are majority of the church followers.
- It is better to give training on the recruitment and selection process of the church.

Some of the respondents are also argued that the current situation of the church is good. They discern that more emphasis is placed on continuing existing systems and indigenous sort patterns and mentalities.

CHAPTER FIVE

5. Summary of Findings, Conclusion, and Recommendation

This chapter is devoted to the discussion of the research findings, summary of some important points of the study, and the possible remedies for the problems or gaps identified in the current recruitment and selection practices of the church. Also this final chapter provides recommendations to improve the recruitment and selection practices which was help the institute for improving the recruitment and selection practices level in order to select and employee the best of candidates so that it can achieve its institutional goals. There for emphasis was given to summarize the weak areas as they deserve some possible recommendations.

5.1 Summary of major Findings

As per the data gathered through questionnaire and interview the summary of major findings are presented in this section as follow.

- As to the demographic data of the respondents: It was found that the number of male (87.06%) employees dominated the number of female (12.94%) employees in the EOTC administration staff; most employees in the EOTC are young employees with age between 20-29; and most employees (39.80%) are diploma holders; and majority of the respondents are in the position of the professional/expert job category. Also most employees (30.8%) have the experience longer than 15 years.
- The study revealed that 47.3% of the total number of respondents was not aware of formal recruitment and selection policy at EOTC. Majority of the respondents who indicated their awareness about the formal recruitment and selection policy indicated the „Kalawadi“.
- The finding indicates that majority of respondents 56.2% agreed that there is no proper planning for the recruitment and selection process.
- Majority of employees claimed (84.2%) they are not agreeing with the relevance of the selection criterion used by the church to select competent employees.

- Majority of the respondents (49.2%) affirmed that, the recruitment and selection process affects the service delivery of the church.
- Majority of respondents (60.2%) also revealed that the recruitment process of the church focuses more internally than externally.
- More employees (93.0%) perceive that, the recruitment and selection process is not faire and transparent.
- Majority of employees (78.6%) agreed that they didn't provide in test and interview during their employment.
- The study indicates that most of the respondents (52.7%) the recruitment and selection process is not implemented effectively.
- Majority (88.6%) of the respondents agreed that the recruitment method of the church to attract the internal and external candidates is not good.
- The study also indicated that majority (82.6%) of the respondents agreed that job are not properly stated on vacancy advertisement.
- Majority of the respondents 44.1% didn't agreed that the selection process of the church is good in general.
- Majority of the HR managers mentioned that naturally, existing employees are considered for vacancies. Indeed they are normally given priority and preferred to other candidate because they are already members of the organization and familiar to the staff.
- Most of the HR managers agreed that there is an official, formal policy for recruitment and selection of employees. However, this official policy is in practice often not implemented and other factors play a major role in the recruitment and selection process.
- Almost all of the respondents agreed that the HR plays an important role in the official recruitment and selection process of the church.
- Majority of the respondents answered the HR department of the church has sufficient executive authority and power to exercise its function in an appropriate way. However this often remains theoretical, and in practice it is often unable to push through its policy.
- Majority of the respondents agreed the existing procedures for recruitment and selection is adequate to ensure a good outcome the required methods are well sort-out and could be very effective. Yet, in many cases they remain theoretical and are not fully implemented.

5.2, Conclusions

- There is Lack of awareness at departmental level about the recruitment and selection procedures. This would negatively affect the recruitment and selection process of potential candidates for the position.
- By comparing the recruitment and selection practices of the church with recruitment and selection policy evaluation checklist it is not in line with its recruitment and selection policy, which in turn are not in line with the best practices discussed in the literature.
- The recruitment and selection policy of the church states clearly internal recruitment should take preference over external recruitment. However promotion policy of the church had not stated the detail process.
- The duties and responsibilities of the job holder are not properly stated on vacancy advertisement which makes difficult to know the responsible body.
- The selection criteria used by the church is not relevant to select competent and qualified personnel. This can affect the institution selection process.
- The study indicates that majority of employees did not training and/or orientation on recruitment and selection policies and procedures of the EOTC, which affect the church recruitment and selection, process fairness and transparency.
- There is no proper planning for the recruitment and selection process. This clearly indicates that it is impossible to measure the validity of the selection process without proper planning.
- There is no equal opportunity for all potential employees during recruitment and selection. Which can affect the institution to loose competitive candidates and also it affects the image of the institution.
- The church didn't clearly define the recruitments and candidate specifications in the recruitment process. This will bring large amount of applicants for single position.
- The selection process of the church is not good in general. This implies the respondents didn't have trust by the selection process of the church.
- There is an official, formal policy for recruitment and selection of employees. However, this official policy is in practice often not implemented and other factors play a major role in the recruitment and selection process.

Unless the concerned body takes a serious measure to improve the recruitment and selection practices at EOTC, the image of the Institute will also be affected from the viewpoint of employees.

5.3, Recommendations

- It is important for the church to establish a team of experts that will monitor the recruitment and selection process. In addition the institute needs to strengthen the monitoring and evaluation capacity of the institution.
- The Institute is recommended to increase the awareness of employees at department head level and Human Resource heads about the recruitment and selection policy and procedures through on-job and off-job training since the Institutes survival and existence depends on the human resources capacity.
- The recruitment and selection policy of the church does not explicitly state the scoring methods or techniques used in the employee selection decision. The institution policy should have to include the scoring methods used in the selection process.
- The church recruitment and selection policy stated that employment test is conducted for each candidate. However, it doesn't mention in detail about which test for what kind of position and when it should be used.
- The church should have a clear policy on internal recruitment and selection that demonstrate the detail process and procedure.
- The church should evaluate the policies and procedures of human resource management on a continuous basis to ensure that it does reflect environmental changes.
- The church recommended for using its own official website for job applicants who qualified the minimum requirements.
- The church should focuses on selecting competent and qualified employees.
- The church should establish a mechanism that appraises and evaluates the recruitment and selection process.
- The church should update and amend its recruitment and selection procedures along with the job description as frequently as possible to fine-tune with the changing situations.
- The church should have to clearly define the recruitments and candidate specifications in the recruitment process.

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Appendix

Appendix 1: SURVEY QUESTIONNAIRE

Addis Ababa university school of commerce M.A in human resource management questioner on an assessment of recruitment and selection practices at Ethiopian Orthodox Tewahido Church

Dear Respondents:

I am a post graduate (MA degree) student Addis Ababa university school of commerce in the field of Human Resource Management. In partial fulfillment of the requirement; I am doing a research on recruitment and selection practice at Ethiopian Orthodox Tewahido Church.

In this endeavor your co-operation is sought for the compilation of this questionnaire which is part of the survey. Your willingness to complete the questioner will be much appreciated as the information thus obtained will assist the researcher to evaluate the present state of recruitment and selection practice.

The questioner has been prepared in such a way that it will require the minimum of time to complete and responses to the various questions will be decisive for the eventual outcome of the research.

Thank you in advance for your participation and time

The researcher

Instruction for completion

Please go through all the questions before attempting to complete the questionnaire.

- Please remember that you simply answer the questions based on your current knowledge and/or experience.
- Please complete the questioner without discussing it with other staff
- Put a tick (√) mark on the appropriate response to each of the question.
- All information will be treated as strictly confidential.
- Information will be used in aggregated form

Questionnaire

Section A: personal data

1, sex

a, male b, female

2, age group

a, 20-29 b, 30-39 c, 40-49

d, 50-59 e, older than 60 years

3, how long have you been working in EOTC?

a, less than 1 year b, 1-5 years c, 6-10 years

d, 10-15 years e, longer than 15 years

4, which of the qualification below do you possess?

a, Ph.D. b, MA/M.Sc. c, BA/BSc

d, university/ college diploma e, certificate

f, high school complete g, junior high school complete

5, what is your current job category at the EOTC?

a, managerial b, professional/Expert c, officer

d, clerical

Section B: Recruitment and Selection

I. Please indicate the extent to which you agree or disagree with each of the following statements. If you neither Agree nor Disagree, select the uncertain option.

NO.	Human resource policy and procedures.	Strongly Disagree (1)	Disagree (2)	Uncertain/undecided (3)	Agree (4)	Strongly Agree (5)
1	The EOTC has clear internal policies and procedures on recruitment and selection of employees					
2	I am aware of the formal policies and procedures of recruitment and selection					
3	I receive training and/or orientation on recruitment and selection policies and procedures of the EOTC					
4	The recruitment and selection process is monitored to ensure fairness and transparency					
5	There is proper planning for the recruitment and selection process					
6	I agree with the way of notification for internal vacancies					
7	I agree with the relevance of the selection criterion used by the church to select competent employees					
8	The recruitment and selection process affects the service delivery of the church					
9	The recruitment process of the church focuses more internally					
10	The recruitment process of the church focuses more externally					

II, Kindly identify your point of view towards each of the following statement using the following a five point likert scale.

No.	Recruitment and selection	Very poor 1	Poor 2	Average 3	Very good 4	Excellent 5
11	Do you believe that the EOTC strictly follows the recruitment and selection policy and procedure?					
12	Do you think that the newly implemented recruitment and placement was faire and transparent?					

13	Is there equal opportunity for all potential employees during recruitment and selection?					
14	Does the recruitment and selection practice lead to recruit and select competent staff?					
15	Have you been provided with test during your employment?					
16	Have you been interviewed during the selection process?					

III. Please put a tick mark in the space that most closely shows your opinion on the satisfaction level of the recruitment and selection practices of the church.

NO.	Recruitment practice	Strongly Disagree (1)	Disagree (2)	Uncertain/undecided (3)	Agree (4)	Strongly Agree (5)
17	The recruitment policy is implemented effectively					
18	The church clearly defines the recruitments and candidate specifications in the recruitment process					
19	Time taken for the recruitment is quick and applicants are informed on time					
20	I have been fairly treated by the recruitment panels					
21	The recruitment method used by the church to attract candidates externally is good					
22	The method that the church uses to recruit internally is good					
23	Qualification requirements of a job are properly stated on vacancy advertisement					
24	Content of vacancy advertisements is good and contains all the necessary information					
25	Duties and responsibilities of the job holder are properly stated on vacancy advertisement					
26	The church uses a convenient and accessible media to advertise vacancies					
27	The recruitment process was satisfactory					

	Selection	Strongly Disagree (1)	Disagree (2)	Uncertain/undecided (3)	Agree (4)	Strongly Agree (5)
28	The selection process of the church is good in general					
29	I have been interviewed in the selection process					
30	The interview questions asked when I was initially hired in the church are related					
31	I was comfortable with the interviewer/s overall approach					
32	The selection test I took when I was initially hired in the church was related to the job					
33	Selection tests administered to fill vacancies are job related					
34	The church chooses a type of test which is appropriate for the job under consideration					
35	Sufficient time is allotted to complete selection test					

IV, Answer the following open ended questions:

1. Are the recruitment and selection processes vague or unclear?
If, yes, how.....
2. Are the administrative processes following the policy and strategy of recruitment and selection?
.....
3. Are the recruitment and selection processes clear for all employees of the church?
.....
4. What is/are your opinion on the recruitment and selection process of the Church?
.....
.....

Appendix 2: INTERVIEW QUESTIONS

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE M.A IN HUMAN RESOURCE MANAGEMENT

INTERVIEW WITH MANAGERS AT HUMAN RESOURCE MANAGEMENT DEPARTMENT OF THE EOTC AND ADMINISTRATIVE STAFF

1. Do you have any formal policy for the recruitment and selection of employees?
2. Do existing employees considered when vacancies occurred?
3. What methods of recruitment are used when vacancies occurred?
4. Does the Human Resource Management Department have a significant influence on the recruitment and selection decision?
5. Do you think that the department has enough capacity to discharge its function of recruitment and selection effectively?
6. What selection criterions are mostly considered for the selection of employees?
7. Is a recruitment and selection practice able to give you the needed and qualified candidates to fill the vacancies?
8. How the recruitment and selection process is monitored regularly to ensure fairness and transparency?
9. What are the challenges associated with your recruitment and selection process?
10. What are the major factors considered for recruitment and selection?