



**PRACTICES AND CHALLENGES OF STAFF RECRUITMENT AND
RETENTION IN NIFAS SILK LAFTO SUB-CITY HEALTH OFFICE**

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Practices and Challenges of staff Recruitment and Retention in Nifas Silk Lafto
Sub-city Health office

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Statement of Declaration

I, Feyisa Gebisa, declare that this study entitled, Practices and Challenges of staff recruitment and retention in Nifas Silk Lafto Sub-city is my original work and has not been presented for a degree in any other university. I have carried out the study independently with the guidance and support of the research advisor. All sources of materials used for the study have been duly acknowledged. It is offered here in partial fulfillment of the requirements for the Award of Masters of Arts Degree in Human Resource Management.

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Letter of Certification

This is to certify that Feyisa Gebisa has carried out his research work on the topic entitled, Practices and Challenges of staff recruitment and retention: A Case study of Nifas Silk Lafto Sub-city Health office. The work is original in nature and is suitable for submission for the award of Master of Human Resource Management.

Advisor: Worku Mekonnen (PhD)

Signature _____ **Date** _____

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Abstract

Of all the varied responsibilities in human resources, two of the most critical are recruiting and selection the best employees and keeping them happy on the job. The selection of employees is vital to the success of any business because hiring decisions have a lasting effect on morale, productivity and profitability. The successful recruitment, selection and retention of employees have been proved an integral part of every business success. They are a vital part of an organization's overall strategic plan. The general objective of this study is to investigate the practices of staff recruitment and retention in Nifas Silk Lafto Sub-city Health office. Specifically to assess, how the recruitment and retention policy is implemented, to describe the current recruitment methods used, to investigate how the office retains its employees, to investigate the factors influence the recruitment and retention in the office, to describe the challenge the office faces while implementing recruitment and retention program in office. The study delimited to only on governmental health sectors in Nifas Silk Lafto Sub-city. Descriptive research design was used. Both qualitative and quantitative data collecting methods were employed for the study. The main sources of data were from both primary and secondary. The study used both simple random sampling and expert sampling techniques. The sample size selected for the study under consideration was totally 125 for nine health centers and sub-city health office. IBM SPSS statistics 21.00 Version was used to process the primary data which is collected through questionnaire. The recruitment policy was not implementing properly. Office did not give job orientation and follow up for the new employees when they were hired. Employees had not job description in their hand. Office's compensation and benefit policy was not communicated with employee and not periodically evaluate the effectiveness of its packages. The employees were not satisfied with their work environment. The payment of the employees receives for their work is not attractive. Employees were not got appreciation and recognition for their work by the supervisor and management of the office. Employees were not participated in decision-making process concerning their issue or office issues. No equal opportunity for employee promotion/career development with work experience regional and Addis Ababa health sector in their office. Finally, the researcher recommended that retain competent employee and implement proper recruitment policy in the office.

Key words: Practices of the recruitments and retention strategy, polices, challenges and methods.

CHAPTER ONE

1. INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Human resource is considered as the center of all development processes of economy. Human resource management is a comprehensive set of managerial activities and tasks concerned with developing and maintaining a qualified work force in ways that contribute to the organizational effectiveness, (Denisi,2005). Human Resource Management includes conducting job analyses, planning personnel needs, recruiting the right people for the job, orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all employees at all levels.

Of all the varied responsibilities in human resources, two of the most critical are recruiting the best employees and keeping them happy on the job. The selection of employees is vital to the success of any business because hiring decisions have a lasting effect on morale, productivity and profitability. The successful recruitment, selection and retention of employees have been proved to be an integral part of every business success. They are a vital part of an organization's overall strategic plan.

According to Denisi(2005) recruitment is the process of developing a pool of qualified applicants who are interested in working for the organization and from which the organization might reasonably select the best individual or individuals to hire for employment. Moreover, recruitment is the process of attracting individuals (pool of candidates) on a timely basis, in sufficient numbers and with appropriate qualifications, (*DeCenzo, D. and Robbins, S., 2005*).

The purpose of the recruitment process is to find the widest pool of applicants to provide the greatest opportunity to select the best people for the required roles in an organization. Acquiring the best applicants for a role can be a competitive advantage for an organization whereas ineffective recruitment and selection can result in enormous disruption, reduced productivity, interpersonal difficulties and interruptions to operations, customer service and long-term costs.

Employee retention can be defined as a sum of all those activities aimed at increasing organizational commitment of employees, giving them an overall ambitious and myriad of opportunities where they can grow by outperforming others, (Bogdanowicz& Bailey, 2002). An organization is completely at loss when the employees leave their job once they are fully trained.

Employee retention takes into account the various measures taken so that an individual stays in an organization for the maximum period.

Many organizations rely on the expertise of their employees to gain competitive advantage in global economies (Reiche, 2007). In this economic environment, the retention of valuable employees becomes an extremely important strategy for human resources managers and organizational leaders. Highly talented personnel understand that the greatest opportunities can be achieved by moving from one company to another. Because of this, organizations have to compete for the best talent (Margo Vanover, 2001). This has a significant impact on the nature of recruitment and selection, training and development, performance management and retrenchment programs.

There are different factors that affect recruitment and retention policies and practices at a given organization. Mahapatro (2010) categorized them as internal and external factors.

The external factors include supply and demand of human resources, employment opportunities or unemployment rate, labour market conditions, government policies and other social factors. Whereas the internal factors include the company's pay package including salary, fringe benefits, and incentives, quality of work life, organizational culture, career planning and growth opportunities, size of the company, and company's growth rate. In this study, however, only the internal factors as perceived by the employees and management of the Nifas SilkLafto Sub-city Health office will address and their relations against the recruitment and retention performance will analyzed.

1.2 ORGANIZATION PROFILE

Addis Ababa Health Bureau was established in 1985 EFY pursuant to the proclamation number 311/95 Addis Ababa City proclamation of municipality service No.2/1995. The 10 Sub-city Health offices that manage health centers in their respective sub cities are administratively accountable to their own sub-city administrations. Among 10 Sub-city Health offices Nifas Silk Lafto Sub-city Health office, manage nine government health centers. In these nine health centers and office the total number of employees are **1,048** at the beginning of 2008 EFY.(Source: Nifas Silk Lafto Sub-city Health office plan of 2008 E.C).

1.3 STATEMENT OF THE PROBLEM

Many organizations rely on the expertise of their employees to gain competitive advantage in global economies. In this economic environment, the retention of valuable employees becomes an extremely important strategy for human resources managers and organizational leaders (Reiche, 2007). Researchers have defined retention management as a strategic, coherent process that starts with an examination of the reasons why employees join an organization (Davies, 2001; Solomon, 1999).

Today, however, retention of valuable employees is a global challenge. Managers and top-level authorities are constantly met with the issue of retaining employees, and there is a wealth of evidence worldwide. Retention of skilled employees has been of serious concern to managers in the face of ever increasing high rate of employee turnover (Arthur, 1994; Buck & Watson, 2002; Budhwar&Mellahi, 2007; Debrah&Budhwar, 2004; Samuel &Chipunza, 2009; Tayeb, 1997).

For some organizations, rapid expansion is the primary reason that new employees must be recruited. But, the need to replace workers who have left is a far more common factor driving recruitment pressures. Some turnover such as retirement or move for non-job related reasons are unavoidable. But the lion's share of turnover that caused by layoffs and dissatisfied employees, may be avoidable. At Ernst and Young, for example voluntary turnover among women at the senior management level was reduced by 7% after company began making a serious effort to increase retention rates. At this firm, offering more flexible work arrangements has been particularly helpful for retaining their best female employees. Other firms may need to find other ways to reduce voluntary turnover. If they succeed, recruiting costs are sure to go down (Susan E. Jackson and Randall S. Schuler, 2000).

Example of unfair HR practices that increase turnover rates include electronic monitoring and travel schedules that require extended time away from home.

Turnover can be extremely costly for an organization. According to research by the Saratoga Institute, the average company loses about \$100,000 for every professional or managerial employee who leaves. In general, however, keeping good employees involves nothing less than doing an excellent job in all aspect of managing human resources (Susan E. Jackson and Randall S. Schuler, 2000).

A number of different factors can affect employee turnover. These include the internal structure of the organization, recruitment policies and strategies, career progression opportunities, rewards and benefits, and training and development (Fitz-enz, 1990). In order to improve

employee-employer relations, reduce turnover, and improve commitment levels, HRM policies need to take all of these factors into account and manage them congruently (Arthur, 1994; Delaney & Huselid, 1996; Ichniowski, Shaw, & Prensushi, 1997; MacDuffie, 1995).

According to Ethiopian Ministry of Health with respect to implementation of the initiatives detailed in health sector five years development plan (2014), Even though there are appropriate strategies, rapid turnover of highly trained professionals is one of the major constraints in public health sector. Most public hospitals and health center are experiencing critical shortage of skills including the scarcity of health professionals. Employee turnover seems to be one of the challenges that are having an impact in the current state of affairs in the health system and lack of effective strategies to retain them. As researcher review from secondary sources the employees of hospitals and health centers under Addis Ababa Health Bureau are experiencing an increasing rate of health professionals' turnover. For example, from 2003 to 2005 the rate was increasing from 4.8 to 8.2% (human resource document analysis of hospitals under AAHB, 2006 E.C

Specifically in Nifas Silk Lafto Sub-city in all nine health center of the sub-city according to the report of December 2008 E.C employees' number decrease from **1,168** to **1,048** which means turnover is **120** (one hundred twenty) in number or **11%** rate within six months which is high turnover rate.

The research was conducted in the Nifas Silk Lafto Sub-city Health office to investigate the challenges that exist in the staff recruitment and retention practice such as no career development opportunities for medical staff that have regional and private health sectors' work experience, lack promotion and low retention practice. This research has been investigated the challenges and practices of recruitment and retention observed in the Nifas Silk Lafto Sub-city Health office.

1.4 THE RESEARCH QUESTIONS

1. How does the office implement the recruitment and retention policies?
2. What are the recruitment methods used by the organization?
3. How does the office retain its employees?
4. What are the factors influence the recruitment and retention in the organization?
5. What are the challenges the office faces while implementing the recruitment and retention program?

1.5 THE OBJECTIVE OF STUDY

1.5.1 General Objective

The general objective of this study is to investigate the practices of staff recruitment and retention in Nifas Silk Lafto Sub-city Health office.

1.5.2 Specific Objectives

The following are the specific objective the study:-

1. To assess, how the recruitment and retention policy is implemented in the Nifas Silk Lafto Sub-city Health office
2. To describe the current recruitment methods used by Nifas Silk Lafto Sub-city Health office
3. To investigate how the office retains its employees
4. To investigate the factors influence the recruitment and retention in the office
5. To describe the challenge the company faces while implementing recruitment and retention program.

1.6 SIGNIFICANCE OF THE STUDY

The research will be helped for increasing the experience or knowledge of the researcher in the field of research, because while conducting the study there is an opportunity for reading different books, search different websites and research on similar or related topics conducted before. The other contribution of the study will be the first and for most the findings and recommendations of the study will be vital for the human resource practitioners who design and administer employee retention and recruitment to achieve organizational objectives and tackle the problem regarding employee turnover and to recruit best candidates on different health center and similar service giving organizations. In addition, it benefits its management, employees, and client because the findings, conclusions and recommendations by the researcher help to reduce malpractice and challenges of recruitment and retention by avoiding the cause before it happen. The study also contributes to other researchers as a reference or guidelines who want to conduct on the similar or related topics, in order to conclude and recommend on the problems by using this study as a springboard.

1.7 THE SCOPE OF THE STUDY

The study was conduct only within Nifas Silk Lafto Sub-city Health office as head office and its sub-braches of health center in different woreda, which are owned and controls are directly under the Health office. This is because all of the workers are in Nifas Silk Lafto Sub-city of Health office and its sub-braches, who are the focus of this study. It was therefore; leave out private organizations, which are under the control of the office. It is possible that employee management among government and private organizations is not similar, and that studies of private organizations have different results. Only retention and recruitment factors and other variables that influence retention and recruitment were considered.

1.8 LIMITATIONS THE STUDY

The study had a number of limitations. The first and most limitation of the study is lack of adequate studies in the area of Health sector in case of the title in Ethiopian context and this make difficult to review empirically.

The other is that the research focuses only on governmental Nifas Silk Lafto Sub-city Health office and health service center, but not private, NGO and foreign health serviceas a result it will be tricky to generalize the findings to other health sectors that are found in the sub-city.

1.9 ORGANIZATION OF THE STUDY

This research organized in to five chapters. The first chapter deals with the basic components and sub -components of a research, which includes background, statement of the problem, objective, significance, scope of the study, limitation of the study and organization of the thesis. The second chapter deals with review of related literature and empirical literature it includes the following points like; over view of recruitment and retention, HR practices, the practices and challenges of recruitment and retention and different same title researches. The third chapter deals with the research methodology. The fourth chapter presents findings and analysis of data. The last chapter presents conclusions based on the analysis and provides possible recommendations.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Introduction

This chapter deals with the assessment of literatures, which relate to the topic the recruitment and retention practices and challenges of organization. Several literatures selected and relevant areas reviewed and evaluated. In view of this, a number of presentations were cull from various sources are under review here. Finally, conceptual framework of the study is developed and presented base on the review of literature discussed.

2.2 Over view of Recruitment

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

Jovanovich (2004) said recruitment is a process of attracting a pool of high quality applicants so as to select the best among them. For this reason, top performing companies devoted considerable resources and energy to creating high quality selection systems.

Most employer organizations recognized that when a task is key to the success of the firm, an expert is required. The three 'R's- recruitment, retraining and retention, of high-caliber, well-motivated staff is the main differentiator of good workplaces, so when it comes to attracting and successfully recruiting the right people expertise is sought. Good candidates always have choice. Professional recruitment consultants, whether external or in house, leave nothing to chance, controlling the process from start to finish, saving management time and ensuring that business downtime is minimized (Swain and Brown, 2009).

Recruitment needs to take its place within the HR cycle, as one strategy among others, in building the organization's capability in a changing marketplace. Other strategies, such as developing current staff, should not be neglected in favor of external recruitment.

Recruitment should ideally not be simply a question of filling gaps, but be focused proactively on bringing into the organization the kind of skills and experience which cannot easily be built

from within. With too little external recruitment an organization's processes and staff can start to stagnate. Conversely, if recruitment from outside is the only means by which senior positions are filled, internal candidates soon realize that they must leave the organization if they want to be promoted. Having some sort of balance which is appropriate for the is perhaps the pragmatic solution (Holbeche, 2001).

According to Armstrong, the four stages of recruitment and selection are as follows:

1. Defining requirements- preparing role profiles and person specification; deciding terms and conditions of employment
2. Planning recruitment campaigns- advertisement
3. Attracting candidates- reviewing and evaluating alternative sources of applicants, inside and outside the company; advertising, e-recruiting, agencies and consultants
4. Selecting candidates-sifting applications, interviewing, testing, assessing candidates, assessment centers, offering employment, obtaining references; preparing contracts of employment.

Despite the fact that recruitment becomes ever more important for a business to achieve its corporate objectives, it continues, for the most part, to be carried out in an ad hoc manner with little emphasis on the importance of developing a recruitment strategy and skilling-up recruiters, either internal or external, to deliver this crucial competitive advantages (Swain & Brown, 2009)

2.2.1 Sources of Recruitment

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

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

Organizations recruit internally because it provides greater motivation for good performance, gives opportunities for present employees, better opportunity to assess and sustain employee's abilities, improves morale and organizational loyalty, enables employees to perform the new job with little lost time and it is less expensive than external.

2. External Recruitment: According to Denisi, (2005) external recruitment is the process of looking to sources outside the organization for prospective employees. Broad varieties 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.

A firm must fill some employee needs 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.

2.2.2 Advantages and Disadvantages of Recruitment Sources

According to Gomez (1995) external and internal candidates, both have benefits and drawbacks.

- Hiring externally gives the firm the advantage of fresh perspectives and different approaches. Sometimes it also makes economic sense to search for external specialist rather than bear the expense of training current workers in a new process or technology.
- On the downside, externally recruited workers may be considered “rookies” by everyone in the system and their ideas and perspectives may, therefore, be discounted. External workers do need time to become familiar with the firm's policies and procedures. It may take weeks before a new recruit is up running which could prove costly to the organization's effectiveness and productivity. Bringing someone from the outside can also cause difficulty as current workers may resent the recruit for filling a job they feel should have gone to a qualified worker within the firm.
- Internal recruiting usually takes places in the form of promotion and transfers and it has its advantages and disadvantages. On one side, it is good as it is usually less costly than external recruiting. It also provides clear signal, to the current workforce, that organization offers opportunities for advancement to it is most qualified workers. This can be a source of motivation for workers and can reduce the loss of better workers to competitors. A final

advantage of internal recruits in that they are already familiar with the organization's policies and customs.

- The drawback of internal recruiting is that it reduces the likelihood of innovation and new perspectives. Another is that workers being promoted into a higher-level job may be undercut in their authority because they are so familiar to their subordinates.

2.2.3 Recruitment methods

➤ **Advertising**

It is a way of communicating the employment needs within the firm to the public through media such as radio, newspaper, television, industry publications and internet. It is a popular method for external recruiting. Such agencies provide expert advice on where to place advertisements and how they should be worded and will design them attractively to achieve maximum impact (Torrington, D., Hall, L and Taylor. S2005).

➤ **Employment Agencies**

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

1. **Public Employment Agencies:** - Employers register their job openings with the local state employment agency, at the time the employment agency collects data (mostly regarding skills, experience and abilities) from unemployed persons and use these data to match qualified individuals with available jobs. Its significant advantage is that they are free and particularly useful source of job application for the minority groups.
2. **Private Employment Agencies:-** These agencies are more likely to serve the white-collar labor market and they charge fee for their service.

- **Job posting:-** Job posting is a mechanism for internal recruitment in which company uses internal communication channels (company newsletters, bulletin boards, internal memos and the firm's intranet) to share information about job vacancies with current employees (Stewart, G and Brown, K 2009). Any individual who is interested in being considered for the position simply files an application with the human resource department.

- **Executive search firm:** -Executive search firms sometimes called **head hunters** are specialized form of private employment agencies that place top level executives and experienced professionals. These are the organizations that seek the most-qualified executive available for a specific position and are generally retained by the company needing a specific type of individual.
- **Supervisory recommendations:** -Supervisory recommendation is a mechanism for internal recruitment where, when new position needs to be filled, a manager simply solicits nominations or recommendations for the position from supervisors in the organization. The supervisors look at the employees for whom they are responsible, and if any are particularly well suited for the new job opening, then the supervisor recommend those individuals to the higher-level manager.
- **Internships:** - It is a special form of recruiting that involves placing a student in a temporary job. There is no obligation on the part of the company to permanently hire the student and no obligation on the part of the student to accept a permanent position with the firm. Hiring college students to work as student interns is typically viewed as training activity rather than as a recruiting activity. However, organizations that sponsor internship programs have found that such programs represent an excellent means of recruiting outstanding employees.
- **Professional Associations:** -Associations in many business professions such as finance, marketing, information technology, and human resources provide recruitment and placement services for their members. Professional associations and trade organizations provide a valuable service in bringing together professional and professional job openings. Most professional organizations have newsletters, annual meetings and trade publications that advertise job opening.
- **Cyber Recruiting:** -Organizations can also use web sites and internet sources to recruit people application submission test and interview and other recruitment and selection activities can be performed online.
- **Word of mouth recruiting:** - An organization simply informs present employees that positions are available and encourages them to refer friends, family members or neighbors for those jobs.

- **Schools, colleges and universities:**-As Bernardin (2003) described colleges and universities are the key source of recruiting for professional and managerial positions. The advantages for this method is that the organization can specify qualifications such as, major, grade point average, work experience and so forth. It is also a relatively in-expensive method of recruiting because the colleges and universities typically provide the facilities, schedule the appointment and so forth.
- **Recruitment process outsourcing:** - Outsourcing is essentially the transfer by a firm of products and services to an outside vendor or supplier as opposed to sourcing the same work within the firm's own facilities. It is a strategic decision by the firm in question, and often taken in the interests of achieving cost efficiencies (Collings, D. and Wood, G., 2009). The advantages of RPO are that it can save time, bring outside expertise to bear on recruitment problems and free up HR for more value-adding activities. The disadvantage is the perception by some HR people and line managers that the provider is too remote to deal with the real issues and that there is a danger of losing control (Armstrong 2006).

2.3 Recruitment and Selection process

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

1. Job analysis and recruitment planning

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

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

- ❖ **Job description** is a written statement of what the jobholder does, under what condition and why (DeCenzo, D. and Robbins, S. 2005). It accurately portrays job content, environment and condition of employment. It acts as source of information about the job while employees are recruited and selected.
- ❖ **Personnel specification-** according to Decenzo (2005) also known as job specifications is the minimum acceptable qualification that a job incumbent must possess to perform the job successfully. It define the qualifications, experience and personal qualities required by the jobholder and any other necessary information on the special demands made by the job, such as physical conditions, unusual hours, or travelling away from home. They should also set out or refer to terms and conditions of employment such as salary, fringe benefits, hours and holidays (JuChuelMinBrian H. Kleiner, 2001).

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

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

2. Attracting candidates

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

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

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

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

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

3. Selecting candidates

After the work of attracting employees is done the next step is selecting candidates that are best fit to the organization by sifting applications, interviewing, testing, assessing candidates, assessment centers, offering employment, obtaining references, preparing contracts of employment, (Decenzo, 2005).

RECRUITMENT PROCESS

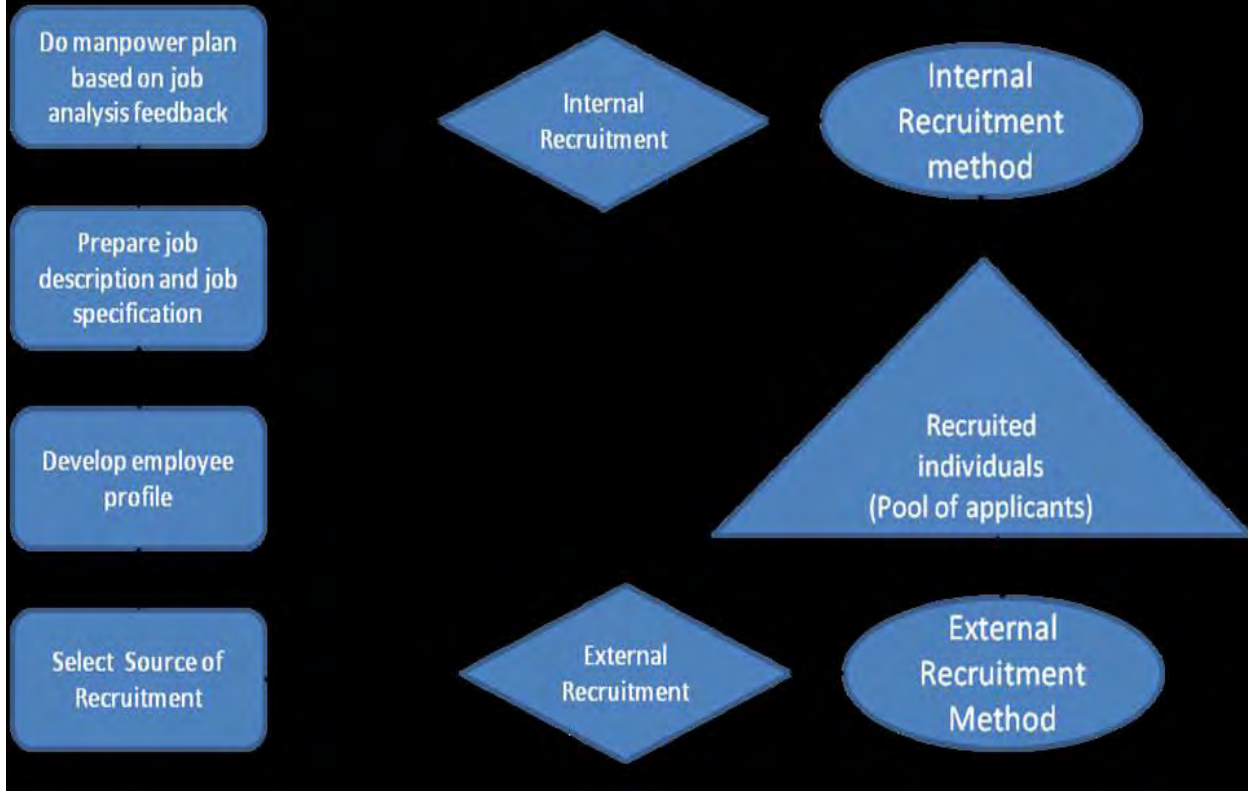


Figure: 2.1. Recruitment Process Model: Adopted from Odiorne (1984)

2.4 Factor Affecting Recruitment

Both internal and external factors affect recruitment according to Mahapatro (2010). The external factors include supply of and demand for human resources, employment opportunities and or unemployment rate, labour market conditions, political, legal requirement and government policies, social factors, information systems etc.

The internal factors include the company's pay package including salary, fringe benefits and incentives, quality of work life, organizational culture, career planning and growth opportunities, size of the company, company's product/services, geographical spread of the company's operations *viz.*, local, national or global, company's growth rate, and role of Trade Unions and cost of recruitment.

2.5 Recruitment Strategies

Mahapatro (2010) identify the following strategies in the recruitment endeavors of business organization:

- Executive search for individual senior roles
- Targeted national press advertising for senior individuals, group roles or generic skills required
- Targeted trade press advertising for senior to mid- level roles. This can also be combined with the above two strategies
- Local radio and press advertising for senior to junior roles in a specific geographic location
- Headhunting for sourcing identified individuals for a specific role. It can be a tool in executive search or stand-alone.
- Internet job board advertising for the range of general roles
- Company intranets or notice boards internal applications
- Talent mapping or research-led sourcing for senior to mid-level roles in competitor or other organization

2.6 Over view of employee retention

(Frank, et al., 2004) define retention as “the effort by an employer to keep desirable workers in order to meet business objectives”. (Artz, 2010) Retention is the ability to hold onto those employees you want to keep, for longer than compared to your competitors (Johnson, 2000 as cited by Fatima, 2011). Retention is considered as multifaceted component of an organization’s human resource policies. It begins with the hiring of right people and persists with working agendas to keep them involved and devoted to the organization (Freyermuth, 2004 as cited by Fatima, 2011).

Retention is a voluntary move by an organization to create an environment, which engages employees for long term (Samuel and Chipunza, 2009). The main purpose of retention is to prevent the loss of competent employees from the organization as this could have adverse effect on productivity and service delivery.

Studies have also indicated that retention is driven by several key factors, which ought to be managed congruently: organizational culture, communication, strategy, pay and benefits, flexible work schedule and career development systems (Logan, 2000).

Hiring an employee is only a first step. Building awareness of the importance of employee retention is essential. The costs associated with employee turnover can include lost customers and business as well as damaged morale. In addition, there are costs incurred in screening, verifying credentials and references, interviewing, hiring and training a new employee (RuchiSinha 2012).

However, the retention of high performing employees has become more challenging for managers as this category of employees frequently move from one job to another as they are being attracted by more than one organization at time. Employee retention is a technique adopted by businesses to maintain an effective workforce and at the same time meet operational requirements (Mehta, et al., 2014).

Employee retention refers to policies and practices companies use to prevent valuable employees from leaving their job. It involves taking measures to encourage employees to remain in the organization for the maximum period. Hiring knowledgeable people for the job is essential for an employer. Nevertheless, retention is even more important than hiring (Hong, et al., 2012).

Employee retention practices are intrinsically linked to recruitment. Employers who employ retention practices create positive organizational reputations and improve their ability to attract workers through incentives and benefits that increase recruitment success.

2.7 Retention strategies

The turnover of key employees can have a disproportionate impact on the business and the people organizations wish to retain are probably the ones most likely to leave. There is no such thing as a 'job for life' and today's workers have few qualms about leaving employers for greener pasture (Armstrong, 2009).

Grensing-Pophal (2010) cited Sharon Jordan-Evans and Beverly Kaye who explained retention as follows:

Retention is a matter of survival. As companies become more and more technologically equal, talent will increasingly become the key differentiator. A company can build a new plant or replace a piece of equipment, but watching star talent walk out the front door is like handing the competition an ace in a poker game. Technology cannot replace the intellectual capital of key employees. And even in an economic downturn, the war for talent is fierce. Those stars always have choices.

According to Sindiwsa, (2009) the retention strategy should be based on an analysis of why people leave. A better method is to conduct attitude surveys at regular intervals. A retention plan should address areas in which lack of commitment and dissatisfaction can arise. These are listed and discussed below.

2.7.1 Provide equitable remuneration: Pay problems arise because of uncompetitive, inequitable or unfair pay systems. Pay and benefits must be competitive which means they must be close to what other employers are providing and what individuals believe to be consistent with their capabilities, experience and performances.

2.7.2 Create meaningful jobs: Dissatisfaction can arise if jobs are unrewarding in themselves, because they do not provide for task variety, task significance, autonomy or feedback.

2.7.3 Manage performance and rewards: Employees can be demotivated because they are unclear about their responsibilities or performance standards, are not provided with feedback on how well they are doing or feel that their performance appraisals are unfair. Many individuals expect their rewards to be differentiated from those of others based on performance. That means if an employee receives about the same pay increase and overall pay as others who produce less,

are absent more and work fewer hours than themselves, they may feel that the situation is unfair. To strengthen links between organizational and individual performance, firms are using variable pay and incentives programs. These programme offer cash bonuses or lump sum payments to reward extra performance.

2.7.4 Recognize good performance: The key to win turnover is valuing all people contributions to the company, recognizing their strength and respecting their ideas. Lack of recognition of contributions from employees and rewards for such contributions may also influences the rate of turnover. Employees need to feel that someone cares and that they are an important part of the team. This recognition need not be in the form of money. It can be either tangible or intangible. Calling the worker into the office and mentoring the good work done is enough. Tangible recognition comes in many forms such as employee of the month and perfect attendance certificate.

2.7.5 Promotion: - there is a positive correlation between promotions and job satisfaction, which in turn helps in retaining employees. Internal career development of employees is often the best predictor of an employee's effective commitment.

2.7.6 Participation in decision-making:- Modern businesses always keep its employees well informed about all the important affairs of its business and involve them in decision –making at all levels, which can exploit the talents of its employees. As per Noah (2008), cited by Bidisha LahkarDas and Dr. Mukulesh Baruah (2013) employee involvement in decision-making helps in creating a sense of belongingness among the employees, which helps in creating a good congenial working environment and contributes towards building a good employer-employee relationship.

2.7.7 Work environment and employee retention: -According to Noah (2008), employees get benefited by work environment that provide sense of belonging. Organizations which have generous human resource policies, have a very good chance to satisfy and retain employees by providing them an appropriate level of privacy and sound control on work environment which enhances the motivation levels to commit with the organization for the long term.

2.7.8 Training and Development: - one of the important factors in employee retention is investment on employee training and career development. Organization always invests in the form of training and development on those workers from whom they expect to return and give output on its investment. (Torrington, 2005)forwarded the view that organizations can keep the

leading edge in this competitive world by having their employees well trained in the latest technologies.

2.7.9 Job security: -job security lead to high commitment, job satisfaction as well as retention of employees in an organization. Job dissatisfaction is the outcome of insecurity among employees.

2.8 Factors Affecting Retention

Retention strategies should be based on an understanding of the factors that affect them. For early career employees (30 year and under) career advancement is significant. For mid-career employees (age 31-50) the ability to manage their careers and satisfaction from their work are important. Late career employees (over 50) will be interested in security. It is also the case that a younger workforce will change jobs and employers more often than an older workforce and workforces with a lot of part-timers are less stable than those with predominately full- time staff (Armstrong, 2009). Armstrong further listed other factors that affect retention as:

- ✚ Company image
- ✚ Recruitment, selection and deployment
- ✚ Leadership –employees join companies and leave managers
- ✚ Recognition good performance and rewards.

2.9 Employee turnover

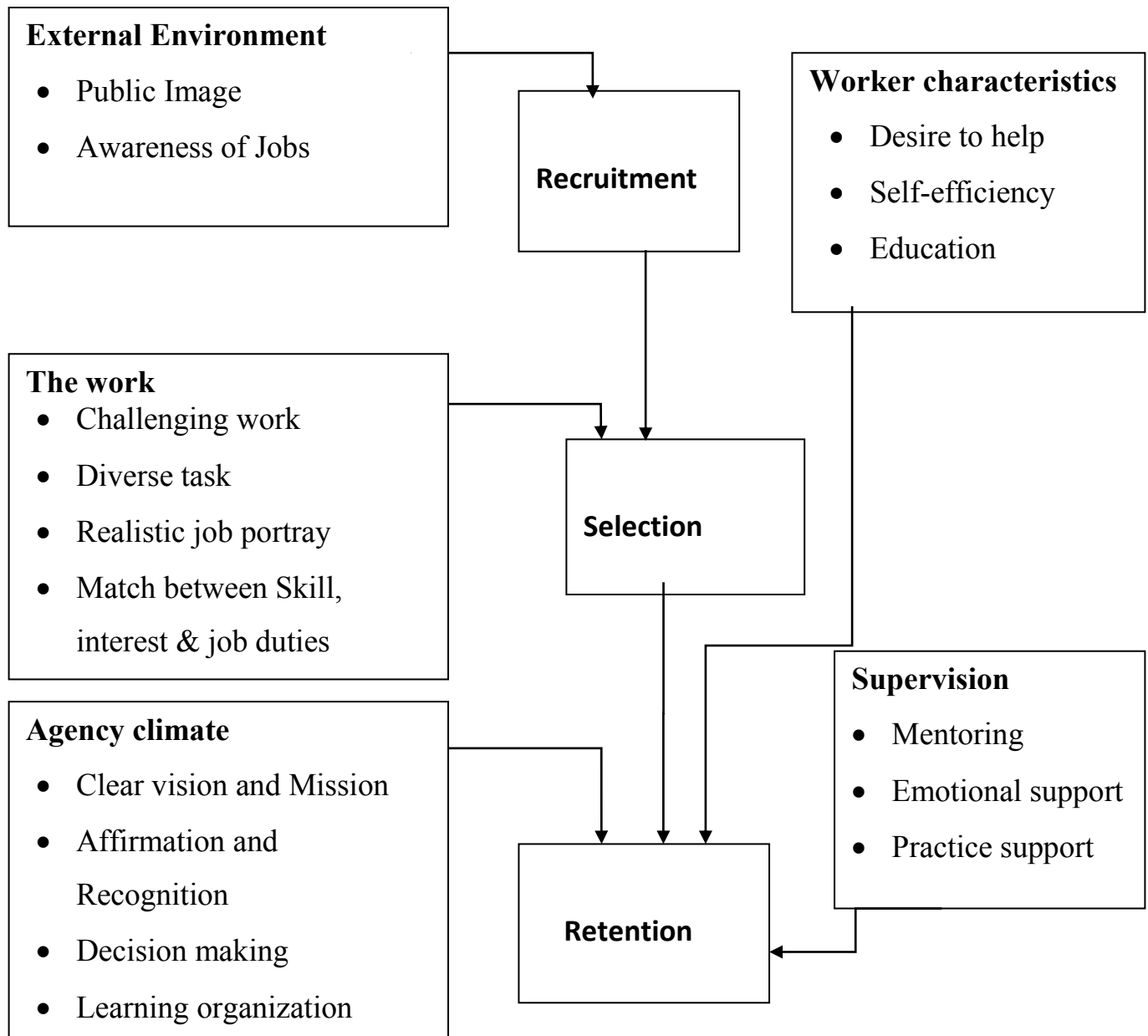
According to Armstrong (2009) employee turnover (sometimes known as ‘labor turnover, wastage’ or attrition’) is the rate at which people leave an organization. It can be disruptive and costly. Turnover always rises when the economy is strong and jobs are plentiful because there are more opportunities available for people to change employers. Conversely, during recessions staff turnover falls because relatively few attractive permanent positions are advertised. Possible reasons for leaving,

- More pay
- Better prospects (career move)
- More security
- More opportunity to develop skills
- Unable to cope with job
- Better working conditions and harassment
- Poor relationships with manager/team leader and colleagues
- Personal- pregnancy, illness, moving away from area etc.

2.10 Conceptual Framework

Recruitment, selection and retention all three is necessary in order to have a significant impact in achieving organizational objectives. (Ahluwalia, et.al 2001).As presented below in Figure 2.1, these three outcomes are sequentially related and yet influence by distinct dimensions. Factors related to the external environment directly affect the ability of the organization to recruit a favorable pool of candidates for a job. The nature of the work is a category of issues that affect the ability of managers and supervisors to select qualified staff. In addition, retention of competent and committed employees is influenced by the organizations' climate and supervisory characteristics. Individual worker characteristics influence all three outcomes: recruitment, selection and retention.

Figure 2.2 Conceptual Frameworks of Influences on Recruitment, Selection and Retention



Source: Network for Excellence in Human Services. (2001). staffing human services: From recruitment to retention. San Diego, CA: Author.



2.11 Empirical literature review

According to research, conducted at Medisch Spectrum Twente Hospital (T.G. Nijenhuis, 2009) condition that can be extracted from the research is that the retention, recruitment and labour market approaches for IC (Intensive Care Nurse, and OR (Surgery assistant) personnel need to be arranged more centrally and structurally. Many problems can exist eventually due to a lack of central policies. Since there are no policies in those areas of HRM there is also no structure, team leaders and HR advisors have too much freedom in the execution of HR practices and there is a lack of insight that is needed to develop appropriate retention and recruitment strategies. The right process is therefore not clear for people executing the HR practices, which led to the creation of a diversity of individual practices that do not contribute to the retention and recruitment of IC and OR personnel or even make it more difficult. Due to a lack of policies, decisions affecting staffing of the positions on the IC and OR divisions are also too much focused on short term outcomes. Without policies and control on the execution of those policies, there cannot be consistent practices. Consistency of practices is needed so that they can contribute to creating more certainty about the availability of IC and OR personnel.

Ejigu Girma, (2014) undertook a research assessment of staff turnover in public hospitals under Addis Ababa Health Bureau the study found that environment factors, managerial factors and organizational factors are the leading factors to leave regarding the factors which affect health professional turnover in public hospitals under AAHB. Regarding the workload in public hospitals under Addis Ababa health bureau, the study founded that excessive workload for remaining staffs is a burden to cope up in their duties and lead to professional turnover.

Concerning about job satisfaction the study indicates that, the professionals are not interested what they do. Employees' supervisors are not help them, and also the management of the hospital are not participatory which means that employees interest or concern is not in to consideration in making important decision and there is no clear way of performance appraisal system. In addition to there is no any kind of recognition for good performance.

According to Ethiopian Ministry of Health with respect to implementation of the initiatives detailed in health sector development plan five years (2014), even though there are appropriate strategies, rapid turnover of highly trained professionals is one of the major constraints in public

health sector. Most public hospitals and health center are experiencing critical shortage of skills including the scarcity of health professionals. Employee turnover seems to be one of the challenges that an impact in the current state of affairs in the health system and lack of effective strategies to retain them. As researcher reviewed from secondary sources the employees of hospitals and health, centers under Addis Ababa Heath Bureau are experiencing an increasing rate of health professionals' turnover. For example, from 2003 to 2005 the turnover rate was increasing from 4.8 to 8.2% (human resource document analysis of hospitals under AAHB, 2006).

CHAPTER THREE

3 **RESEACH METHODOLOGY**

3.1 Introduction

This part spells out the approach to the research and seeks to establish sound reasoning in linking the steps that respondents answer the proposed research questions to achieve the intended objectives of the research. The following are the included this part:- research design, population, source of data, sampling and sampling techniques and data collection instruments, methods of data analysis, reliability and validity and ethical consideration.

3.2 Research Design

A descriptive research type used to examine and describe the current practices of recruitment and retention. Both qualitative and quantitative data collecting were used in the study. The qualitative research approach portrayed the interview with concern body and quantitative approach used to depict and represent questionnaire responses in simple percentage, tables and diagram that reinforced by narration.

3.3 Research participants/population

The subjects or target population who provide the necessary variety of information required for the study are Nifas Silk Lafto Sub-city Health office and health centers' medical and supportive staff, experts who are doing in human resource management department, department heads, medical director and the head of office.

Table 1 Number of Employee profile in Nifas Silk Lafto Sub-city Health office

S.N	Name of health center	Male	Female	Total
1	Woreda 1 Health Center	34	124	158
2	Woreda 2 Health Center	15	91	106
3	Woreda 3 Health Center	30	62	92
4	Woreda 5 Health Center	37	92	129
5	Woreda 6 Health Center	31	80	111
6	Woreda 9 Health Center	47	69	116
7	Woreda 10 Health Center	26	42	68
8	Woreda 11 Health Center	39	80	119
9	Woreda 12 Health Center	36	85	116
10	Nifas Silk Lafto Sub-City Health office	13	15	28
Total		308	740	1,048

(Source: Nifas Silk Lafto Sub-city Health office's plan of 2008 E.C).

3.4 Source and tools/instruments of data collection

Generally, data collected from primary and secondary source. Primary data collected through interview and questionnaire methods of the data collection. Secondary data also gathered from different published, web site and unpublished books and other relevant materials. Based on this to obtain accurate and relevant information to this research; questionnaire, interview and document analysis used as data collection tools.

3.5 Data collection procedures

The data collection procedure also was as follows:-

- ❖ The questionnaire administered to each subject in face-to-face situation to control extraneous variables such as copying and writing other's opinion that may affect the validity of information and to brief unclear questions. In addition to this, the questionnaire distributed for each subject in their tea break and other favorable times to avoid unwillingness and in order to make them be able to fill the questionnaire. The questions

was closed ended, because these kinds of questions mostly clear and helps to give information for respondents. This clear and short information also used to analyze easily. The interview questions was more open ended because this kind of question used to obtain detail information from the interviewees by directing and raising additional questions.

- ❖ The interview administered in the normal work time by making appointment with interviewees.
- ❖ Both the interviews and questionnaire was prepared in English language to avoid the language difficult.

3.6 Sampling and Sampling Technique

As explained in the above subjects or target population of this study is the Nifas Silk Lafto Sub-city Health office and health center medical and supportive staff, experts who are doing in human resource management, department head and the head of office. Based on this Health office and Health center experts who are doing in human resource management department, the head of office, department heads, medical director, were selected through **expert sampling technique**. Medical and supportive staff of Health office and its sub-braches was selected through **simple random sampling** because simple random sample give equal chance for medical and supportive staff.

Table 2: Sample Size Determination

Population size	Sample Size		
	Low	Medium	High
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1,200	32	80	125
1,201-3,200	20	125	200
3,201-10,000	80	200	315
10,001-35,000	125	315	500
35,001-15,000	200	500	800

Source: (Naresh, sample determination, Marketing research, an applied research)

As it can be seen from the table the population the study i.e. 1,048 lies under the category that range from 501-1,200 samples of 125 would take which is determined large for such range of population by Naresh (2005) for the sake of data reliability. Therefore, the sample size selected for the study under consideration would be 125.

Simple size of each

Of health center = The number health center employee × Sample size the study

The total number health office of the Nifas Silk Lafto Su city

Table 3: Sample representation

S.N	Name of health center	No of employees	Sample size
1	Woreda 1 Health Center	158	19
2	Woreda 2 Health Center	106	13
3	Woreda 3 Health Center	92	11
4	Woreda 5 Health Center	129	15
5	Woreda 6 Health Center	111	13
6	Woreda 9 Health Center	116	14
7	Woreda 10 Health Center	68	8
8	Woreda 11 Health Center	119	14
9	Woreda 12 Health Center	116	14
10	Nifas Silk Lafto Sub-City Health office	28	4
Total		1,048	125

(Source: Nifas Silk Lafto Sub-city Health office's plan of 2008 EFY).

3.7 METHODS OF DATA ANALYSIS

The data collected from different sources by different means organized and analyzed quantitatively and qualitatively. The organized and analyzed of data implemented by using percentage, average in the help of tables, diagram and paragraph. The tabulation method used in case of questionnaire. The research used SPSS (statically package for social science) software, version 20 to analyze the quantitative data collected from the questionnaire.

3.8 RELIABILITY AND VALIDITY ISSUES

- Questionnaire drafted with a strong base from literature in order to be more up-to-date and relevant to the subject matter. Reliability assessment for the variables used Cronbach alpha coefficient. Besides, to the secondary sources, data was collected from HR and Administration Managers through interview to enhance the reliability of the information.
- Questionnaire, which is the major source of data, was drafted from different literatures in line with the constructs of dependent and independent variables and was reviewed and edited by various HR professionals. Then, it was commented and endorsed by advisor before distributed to respondents. In addition, to maintain the validity, the researcher ensured the correctness of the gathered data and the analysis summarized based on factual.

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	119	100.0
	Excluded ^a	0	.0
	Total	119	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.87	29

3.8 ETHICAL CONSIDERATIONS

In order to complete a research successfully cooperation from participants and informants is found essential. As a result, the respondents need to be treated with respect and honesty. (Catherine, 2002)

Each participant was fully aware of the nature and the purpose of the research and their anonymity will ensure. No names or any identifiable information from respondents takes as a way of ensuring the ethical principle to keep all information confidential.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

This study, as mentioned in the previous chapters, is aimed to investigate the practices of the staff recruitment and retention in Nifas Silk Lafto Sub-city Health office. To collect relevant data for the study, questionnaires were developed and distributed to the sampled employees; besides interviews were conducted with the Human resource management coordinator. In this chapter, the collected data by the questionnaires have been collated and analyzed with SPSS software and presented by using pie and bar charts, and tables.

The conclusion and recommendation of the study are discussed in the later chapter.

4.2. Response Rate

Out of 125 questionnaires distributed to the nine-health center and Sub-city Health office with simple random sampling, 121 responses were returned. From the total returned responses, 2 of them were incomplete. Thus, only the 119 complete responses are employed in the analysis, which represents the response rate of 95.2 percent ($119/125=95.2$).

4.3. Demographic Characteristics of Respondents

The first part of the questionnaire consists of the demographic information of the participants. This part of the questionnaire requested a limited amount of information related to personal and professional characteristics of respondents. Accordingly, the following variables about the respondents' demography were summarized and described in Table 4.2. These variables include age, gender, educational level, employment status, work experience and marital status of respondents.

Table 4.2 Demographics Characteristics of Respondents

S.N	Items	Variables	Frequency	Percent (%)
1	Employment status of the respondents	Permanent	111	93.3
		Contract	3	2.5
		Missing 99	5	4.2
		Total	119	100.0
2	Gender	Male	56	47.1
		Female	58	48.7
		Missing 99	5	4.2
		Total	119	100.0
3	Age	Under 20 years	1	0.8
		21-30	75	63.0
		31-40	36	30.3
		41-50	5	4.2
		Above 50	1	0.8
		Missing 99	1	0.8
		Total	119	100
4	Education level	High school complete	2	1.7
		Diploma	39	32.8
		BA/BSC degree	78	65.5
		Total	119	100.0
5	Work Experience	Below 3 years	61	51.3
		3-6 years	31	26.1
		7-10 years	13	10.9
		11-15 years	6	5.0
		16-20 years	5	4.2
		Above 21 years	3	2.5
		Total	119	100.0
6	Marital Status	Single	63	52.9
		Married	54	45.4
		Divorced	1	0.8
		Missing 99	1	0.8
		Total	119	100.0

Source: Own questionnaire 2016

According to analysis from table 4.2 out of 119(100%) respondents, 111(93.3%) of respondents were permanent and 3(2.5%) of the respondents were contract. Therefore, it is possible to generalize that almost all (93.3%) of respondents are permanent and well know about recruitment and retention practices in the office.

Concerning the gender of respondents 56(47.1%) were males where as the rest 58(48.7%) were females. This implies that majority of permanent employees of Nifas Silk Lafto Sub-city health office and health center are female.

With regard the age respondents, 1(0.8%) of respondents was the age group of under 20 years. 75(63%) of respondents were between the age group of 21-30 years. The rest 36(30.3%), 5(4.2%) and 1(0.8%) of the respondents were between the age of 31-40 years, 41-50 and above 50 years respectively. Therefore, it is possible to generalize that almost half of permanent employees of the Nifas Silk Lafto Sub-city health office and health center are between the age group of 21-30 years. This means majority of the employees are at their prime age and can be more productive if they are recruited and retained properly. However, the office should also provide due consideration to the senior employees since they might have more experience and knowledge than the youth.

Concerning educational level of the respondents, 78(65.5%) of respondents were bachelor degree holders, 39(32.8%) and 2(1.7%) of respondents were diploma and high school complete respectively. The obtained data also reveals that no MA/MSc and PhD holder among the respondents. Depending on respondents' response, one can conclude that most employees of Nifas Silk Lafto Sub-city health office and health center were qualified at first-degree level followed by diploma holders. This illustrates that majority of the respondents have good educational background. It also shows that employees give high consideration for their education and career development. As a result, the office should design an effective HRD system that allows employees to develop and nurture their careers. This can be an asset to the office as they have the required knowledge and skills to attain organizational goals and mission.

With regard to work experience of respondents, 61(51.3%), 31(26.1%), 13(10.9%), 6(5.0%),5(4.2%) and 3(2.5%) of respondents have below three years, three to six years, seven to ten years ,eleven to fifteen years, sixteen to twenty years and above twenty one year’s work experiences respectively. Therefore, majority of respondents have below three years followed by three to six years work experiences. On the other hand, a few percent of employees were above seven years work experiences. This implies that employees may not stay in the Nifas Silk Lafto Sub-city health office and health center and most employees were new hired employees. The office re-look their retention practices.

Considering the marital status of the respondents, 63(52.9%) were single, 54(45.4%) were married marital status. Based this result majority respondents were single so that they are easily turnover from the office.

Table 4.3 Respondents response concerning recruitment

S.N	Item	Rating		
			Frequency	Percent
1	Have you been employed in other health sectors previously?	Yes	70	58.8
		No	49	41.2
2	From which sector you came to join the health/health center.	University/College as fresh graduate	35	29.4
		Private health sector	23	19.3
		Addis Ababa health sector	15	12.6
		NGO health sector	6	5.0
		Regional health sector	20	16.8
		Others	3	2.5
3	How did you hear about the job opportunity when you hire in health office/health center?	Advertisement	72	60.5
		Supervisory recommendations	2	1.7
		Employment agencies	11	9.2
		Universities/Colleges	18	15.1
		Others	4	3.4
		Missing	12	10.1

4	How did you hear about the job opportunity when you hire in health office/health center.	Advertisement	72	60.5
		Supervisory recommendations	2	1.7
		Employment agencies	11	9.2
		Universities/Colleges	18	15.1
		Others	4	3.4
		Missing	12	10.1
5	What attracted you to apply for the job?	The payment	8	6.7
		Office image	14	11.8
		Education opportunity	65	54.6
		Career development or promotion opportunity	25	21.0
		Other	5	4.2
		Missing	2	1.7
6	What is your monthly gross salary?	less than 1000	2	1.7
		1001-1200	3	2.5
		1201-1500	14	11.8
		1501-3000	31	26.1
		3001-5000	48	40.3
		Above 5000	20	16.8
		Missing	1	0.8
7	Did you receive the job description after being hired?	Yes	8	6.7
		No	107	89.9
		Missing	4	3.4

Source: Own questionnaire 2016

4.3.2 Analysis and interpretation of questionnaire concerning recruitment practices

As shown in the above Table 4.3 concerning previous employment of respondents in other health sector, majorities were **Yes** 70(58.8%) and the rest respondents were **No** 49(41.2%). This illustrates that majority of the respondents had experience relevant their profession and can be give effective service for the client in their work.

With regard to the previous sector respondents 35(29.4%) from university/college as fresh graduate, 23(19.3%) from private health sector, 20(16.8%) from regional health sector, 15(12.6%) Addis Ababa health sector, 6(5.0%) from NGO health sector and the few 3(2.5%) from other sector. As indicated in above table employees had work experience from different health sector, which help them experience sharing from different profession in different region of the country and they play important role in met office goal and the office must retain them.

Concerning how hear job opportunity the majorities were 72(60.5%) by advertisement, 18(15.1%) from universities/colleges, 11(9.2%) employment agencies, 4(3.4%) from others and the rest 2(1.7%) by supervisory recommendation. This illustrates that majority of the respondents and office officials said that local newspapers and posting vacancies on the notice board are the most used methods for advertisements. From this result, one can understand that the recruitment strategies/channels used by the office are not diversified. The office is limited to Local Newspapers, which will in turn limit the source of talented pool of applicants. The office should modify the vacancy announcements channel from only newspapers to e-recruitment (vacancy announcement via internet) which can help in cutting costs and covering larger population.

According to data collected from interview about methods recruitments are advertising, job posting, colleges, universities, and supervisory recommendations, on other hand, retention strategies are career development, promotion, Training, development, and work environment but both recruitment and retention were not implement effectively.

As interviewed with selected interviewers regard to source of recruitment both internal and external used and their frequency depend up on the job vacancies of the position.

Base on interview concerning challenges of recruitment faced the office were no applicant for some job position, no internet used in job vacancies advertisement, lack training and

qualification on the HRM function of profession and committee of recruitment were not training and know how about recruitment.

With regard to what was attracted respondents to apply for the job vacancy the majority of them, 65(54.6%) were attracted with the educational opportunity which followed by, 25(21.0%) were attracted with career development or promotion opportunity. The rest 14(11.8%) were attracted with working environment and the rest 8(6.7%) and 5(4.2%) of the respondents were attracted with the payment and office image respectively. From this result, one can understand majority respondents were join the office to get education opportunity and career development/promotion opportunity. This can be time favorable to learn by themselves and education opportunity by the office and career development for health professional for every two years but not in private health sectors.

Concerning the respondents monthly gross salary 48(40.3%) were 3001-5000 salary, 31(26.1%) were 1501-3000 salary, 20(16.8%) were above 5000 and the rest were 14(11.8%), 3(2.5%) and 2(1.7%) were 1201-1500, 1001-1200, less than 1000 monthly gross salary respectively. This illustrates that the monthly gross salary the office low and it is not match with the risk they face with their occupation specially health professional employees and it cannot retain employees in the Nifas Silk Lafto Sub-city Health office and health centers.

With regard to job description the majority of the respondents 107(89.9%) were not received job description but the rest 8(6.7%) were received job descriptions after they hired.

Job description is a statement of what the jobholder does, how it is done, under what condition and why. (DeCenzo, D. and Robbins, S. 2005). Based on the survey the office did not provide job description for most job position this indicate that the job holder does not know what he/she does, how it is done, under what condition and why he/she does the job.

Table 4.3 Respondents response concerning recruitment practice

S.N	Item	Rating		
			Frequency	Percent
1	The office clearly defines the requirements and candidate specifications in the recruitment process	Strongly disagree	6	5.0
		Disagree	13	10.9
		Neutral	9	7.6
		Agree	50	42.0
		Strongly agree	34	28.6
		Missing	7	5.9
2	The office gives equal opportunities for all applicants without any discrimination based on sex, color, age, religion, ethnicity, etc	Strongly disagree	12	10.1
		Disagree	17	14.3
		Neutral	22	18.5
		Agree	36	30.3
		Strongly agree	31	26.1
		Missing	1	.8
3	The recruitment policy is implemented effectively	Strongly disagree	34	28.6
		Disagree	44	37.0
		Neutral	3	2.5
		Agree	30	25.2
		Strongly agree	6	5.0
		Missing	2	1.7
4	The recruitment process was impartial	Strongly disagree	8	6.7
		Disagree	20	16.8
		Neutral	1	.8
		Agree	56	47.1
		Strongly agree	24	20.2
		Missing 99	10	8.4
5	Time taken for the recruitment is quick and applicants are informed on time	Strongly disagree	27	22.7
		Disagree	74	62.2

		Neutral	1	.8
		Agree	6	5.0
		Strongly agree	6	5.0
		Missing	5	4.2
6	I have been fairly treated by the recruitment panels	Strongly disagree	9	7.6
		Disagree	15	12.6
		Neutral	2	1.7
		Agree	62	52.1
		Strongly agree	29	24.4
		Missing	2	1.7
7	My offer letters were processed quickly	Strongly disagree	8	6.7
		Disagree	11	9.2
		Neutral	4	3.4
		Agree	67	56.3
		Strongly agree	29	24.4
8	I have been adequately oriented about the job and received follow up	Strongly disagree	35	29.4
		Disagree	66	55.5
		Agree	14	11.8
		Strongly agree	1	.8
		Missing	3	2.5

9	The job description and its responsibilities match	Strongly disagree	4	3.4
		Disagree	9	7.6
		Neutral	80	67.2
		Agree	19	16.0
		Strongly agree	6	5.0
		Missing	1	0.8
10	The recruitment process was satisfactory	Strongly disagree	20	16.8
		Disagree	73	61.3
		Neutral	3	2.5
		Agree	15	12.6
		Strongly agree	5	4.2
		Missing	3	2.5

Source: Own questionnaire 2016

4.3.2 Analysis and interpretation of questionnaire concerning recruitment practices

As it is shown in the above Table 4.3, concerning office clearly defines the requirements and candidate specifications in the recruitment process, 50(42.0%) of the respondents were agree, 34(28.6 %) of respondents were strongly agree. The rest 13(10.9%), 9(7.6%), 6(5.0%) of respondents were responded that disagree, neutral, and strongly disagree respectively. Therefore, it is possible to say, (70.6%) of respondents agree and strongly agree that office clearly defines the requirements and candidate specifications in the recruitment process. Based on the survey on the vacancies posts the office clearly defined the requirements and job specification and this make applicant knows everything about the job. Based on the interview concerning about the criteria for at top managerial positions and other strategic positions, it based on job specification and other managerial qualification the recruitment source can be first internal if not from external.

With regard to office gives equal opportunities for all applicants without any discrimination the majority of respondents were agreed and strongly agreed, which accounts 36(30.3%) and 31(26.1%) respectively. On the other hand 22 (18.5%) of them were neutral. The rest few numbers 17(14.3%) and 12(10.1%) of respondents were disagree and strongly disagree respectively. Based on the information one can generalized that the Nifas Silk Lafto Sub-city health office and health center did give equal opportunities for all applicants in recruitment process.

Concerning implementation recruitment policy 44(37.0%) of respondents were in disagreement level and 34 (28.6%) of the respondents strongly disagree and in opposite way 30(25.2%) and 6(5.0%) of them were in agreement and strongly agreement level respectively. The rest insignificant portion 3(2.5%) remains undecided. From this, it can conclude recruitment policy was not implementing properly in Nifas Silk Lafto Sub-city health office and health center. The interviewers were also mentioned that even if the recruitment procedure is implemented effectively, the procedure itself is not revised on time, which could hinder its effectiveness of the procedures. This depicts that office gives due attention while executing this practices. Nonetheless, the office should update and modify its recruitment procedures on time to select the right candidates.

With regard to impartiality the recruitment process 56(47%) of the respondents were in agree level and 24(20.2%) strongly agree level and the rest 20(16.8%), 8(6.7%) and 1(0.8%) of the respondents were disagree, strongly disagree and neutral level. Based on this information it can generalize that the Nifas Silk Lafto Sub-city health office and health center impartial recruitment process because the gives equal opportunities for all applicants without any discrimination.

Concerning time taken for the recruitment 74(62.2%) followed by 27(22.7%) of the respondents were responded disagree and strongly disagree respectively and the remain 6(5.0%), 6(5.0%) and 1(0.8%) of the respondents were agree, strongly agree and neutral respectively. So based on this, it can conclude that the time taken for the recruitment is not quick and the applicants were not

informed on the time. As a result, office should evaluate its policies and procedures on the standard recruitment time and make some amendments on the manual with concerning office.

With regard to were recruitment panels treated fairly the respondents when they were hired in the office 62(52.1%) followed by 29(24.4%) of the respondents were responded agree and strongly agree respectively. The rest were 15(12.6%), 9(7.6%) and 2(1.7%) of the respondents were disagree, strongly disagree and undecided respectively. The figures demonstrate that office takes good care of its applicants on the recruitment process while there are some gaps to be filled.

Concerning whether the office offer letters processed quickly or not when they were hired in Nifas Silk Lafto Sub-city health office and health center, 67(56.3%) of the respondents were responded agree, 29(24.4%) of the respondents were responded strongly agree. The rest 11(9.2%), 4(3.4%) and 8(6.7%) of the respondents were disagree, strongly disagree and undecided respectively. Based on this the office offer letters processed quickly but without job description and responsibility.

With regard to job orientation and follow up for the respondents 66(55.5%) of the respondents were disagree, 35(29.4%) of the respondents were strongly disagree. The remain were 14(11.8%) and 1(0.8%) of the respondents were agree strongly agree respectively. Based on this information no job orientation and follow up for the respondents when they were hired Nifas Silk Lafto Sub-city health office and health center and this make problem quality service in the health centers because some applicants were fresh graduated from college and university.

Considering whether job description and its responsibilities match or not the majority 80(67.2%) of the respondents were responded as undecided because they are not receive job description and the rest were 19(16.0%), 9(7.6%) and 4(3.4%) agree, disagree and strongly disagree respectively. Based on this whether job description and responsibilities is match undecided because the respondents were not job description in their hand. The office should provide job description for the employees to know their job effectively and their responsibility very well.

With regard to whether recruitment process was satisfactory or not 73(61.3%) of the respondents were responded disagree, 20(16.8%) of the respondents were strongly disagree and the remain

were 15(12.6%), 5(4.2%) and 3(2.5%) of the respondents were agree, strongly agree and neutral. Based this recruitment process was not satisfactory Nifas Silk Lafto Sub-city health office and health center. As a result, office should evaluate its policies and procedures on the standard recruitment time and make some amendments on the manual with concerning office.

Table 4.4 Respondents response concerning retention practices

S.N	Item	Rating		
			Frequency	Percent
1	My office's compensation and benefit policy is communicated with employees and periodically evaluate the effectiveness of its packages	Strongly disagree	32	26.9
		Disagree	77	64.7
		Neutral	1	.8
		Agree	7	5.9
		Strongly agree	1	.8
		Missing	1	.8
2	I am satisfied with my work environment	Strongly disagree	38	31.9
		Disagree	67	56.3
		Neutral	3	2.5
		Agree	6	5.0
		Strongly agree	5	4.2
3	The payment I receive for my work is fair	Strongly disagree	59	49.6
		Disagree	46	38.7
		Neutral	3	2.5
		Agree	8	6.7
		Strongly agree	2	1.7
		Missing	1	0.8
4	The office offers job security	Disagree	5	4.2
		Neutral	1	0.8
		Agree	59	49.6
		Strongly agree	53	44.5
		Missing	1	0.8
5	The office takes initiative to realize employees development needs	Strongly disagree	5	4.2
		Disagree	9	7.6

		Neutral	2	1.7
		Agree	84	70.6
		Missing	3	2.5
6	I am appreciated and recognized for my work	Strongly disagree	48	40.3
		Disagree	56	47.1
		Agree	10	8.4
		Strongly agree	5	4.2
7	The management motives the staff	Strongly disagree	25	21.0
		Disagree	82	68.9
		Agree	8	6.7
		Strongly agree	2	1.7
		Missing	2	1.7
8	The employees participate in the decision making process	Strongly disagree	17	14.3
		Disagree	87	73.1
		Neutral	2	1.7
		Agree	10	8.4
		Strongly agree	1	.8
		Missing	2	1.7
9	The office builds strong relationships between employees	Strongly disagree	3	2.5
		Disagree	10	8.4
		Neutral	2	1.7
		Agree	64	53.8
		Strongly agree	40	33.6
10	There is equal opportunity for employee promotion/career development with work experience regional and Addis Ababa health sector	Strongly disagree	40	33.6
		Disagree	69	58.0
		Neutral	2	1.7
		Agree	4	3.4
		Strongly agree	4	3.4

S.N	Item	Rating		
			Frequency	Percent
11	The current compensation and benefit packages is capable of attracting and retaining competent employee	Strongly disagree	31	26.1
		Disagree	66	55.5
		Neutral	3	2.5
		Agree	11	9.2
		Strongly agree	6	5.0
12	Do you think a lot about leaving the office?	Yes	99	83.2
		No	19	16.0
		Missing	1	.8
13	If your answer for the question No. 16 is yes, what is the possible reason?	Search for more pay	64	53.8
		Poor image of the office	2	1.7
		Better working environment	25	21.0
		Better opportunity to develop	9	7.6
		Missing system	19	16.0

Source: Own questionnaire 2016

4.3.3 Analysis and interpretation of questionnaire concerning retention practices

Based on the above Table 4.4., 77(64.7%) of respondents were in disagreement level,32(26.9%) of the respondents were strongly disagree level. The rest 7(5.9%), 1(0.8%),1(0.8 %) of respondents were agree, strongly agree and undecided respectively. Therefore, office's compensation and benefit policy was not communicated with employee and not periodically evaluate the effectiveness of its packages. For example, 60.00 birr (sixty birr) the milk allowance for guard, janitors and 350.00 birr (three hundred fifty birr) the house allowance for health officer for long period time not amended.

As shown in the same table above, with regard to whether the respondents were satisfied with their work environment 67(56.3%) of the respondents were disagree and 38(31.9%) of the

respondents were strongly disagree. On the other hand 6(5.0%) and 5(4.2%) of respondents responded agree and strongly agree respectively and the remaining 3(2.5%) responded that undecided whether they they are satisfied with their work environment. From this one can generalize that more half of total respondents disagreed in the statement i.e. the respondents were not satisfied with their work environment. Wells &Thelen (2002) have stated that organizations which have generous human resource policies, have a very good chance to satisfy and retain employees by providing them an appropriate level of privacy and sound control on work environment which enhances the motivation levels to commit with the organization for the long term. Therefore, the office should do strongly on the organizational environment issue with concerning office. As interviewed with human resource coordinator with regard to retention policy in the office, there were career development, promotion, training, development, and work environment and they were not implemented effectively in the office.

Concerning the payment respondents receive for their work, most of the respondents 59(49.6%) were strongly disagreement level and 46 (38%) of the respondents were disagree. On the other hand, 8(6.7%) and 2(1.7) of respondents were agree and strongly agree respectively. The rest few number 3 (2.5%) of them were remain undecided. From this it can be inferred that the payment of the respondents receive for their work is not fair. Compensation and benefit policy the office low salary compared to other office because of their occupation has risk when we compare with other sectors. In addition to this, there is also low salary increment in every two years. No bonuses, salary - advance and compensation payment. No reward payments are given for employees or teams that registered outstanding performance.

As shown in the above Table 4.4., concerning whether office offers job security for respondents, majority of respondents were agreed and strongly agreed that the office give job security for the respondents, which represents 59(49%) and 53(44.5%) respectively. Whereas the rest few number 5(4.2%) of respondents responded disagree and 1(0.8%) of them remain undecided in whether the office give job security for them or not. From this, one can generalize that more than ninety-three percent of total respondents agreed and strongly agreed in the statement i.e. the office offer job security for the respondents.

With regard to whether the office takes initiative to realize employees development majority, 84(70.6%) of the respondents were agree and 9(7.6%),5(4.2%) and 2(1.7%) of the respondents

were disagree, strongly and neutral respectively. Therefore, it is realized that office takes initiative to realize employee development and the office give sponsor education opportunity and training but the chance is low.

Concerning the appreciation and recognition for the respondents work the majority 56(47.1%) of the respondents were disagree and 48(40.3%) of the respondents were strongly disagree. The rest 10(8.4%) and 5(4.2%) of the respondents were agree and strongly agree. Therefore, based on the obtained data it can be generalized that respondents were not appreciation and recognition for their work by the supervisor and management of the office.

As it is shown in the same above Table, concerning whether management motivate staff, majority, 82(68.9%) of respondents were in disagreement level and 25(21.0%) of strongly disagree level. The remain, 8(6.7%) and 2(1.75%) of the respondents were undecided and agree respectively. Therefore, it is realized that in Nifas Silk Lafto Sub-city health office and health center the management did not motivate staff to achieve their goals as well as organizational goal. Therefore, the management must work hard on motivating its employees.

Concerning employees participation in decision-making process, majority of respondents in disagreement level that accounts 87(73.1%) and 17(14.3%) of the respondents were strongly disagree where as the rest, 10(8.4%) of respondents agreed level and 1(0.8%) strongly agree level. The rest 2(1.7%) of respondents remain undecided. Therefore, from this it can be generalized that more than eighty five percent of respondents were disagreed and strongly disagree in the statement which implies that employees were not participate in decision making process concerning their issue or office issues . In addition, office make employees in the decision making on the decide issue for formality. Therefore, office should participate employees in decision-making.

With regard to whether the office builds strong relationships between employees or not, 64(53.8%) and 40(33.6%) of respondents were agreed and strongly agree level. On the other hand 10(8.4%) of respondents were disagreed, 3(2.5%) of the respondents were strongly disagree and the rest 2 (1.7%) of them remain undecided. Therefore, it is possible to say 87.4% of respondents agreed and strongly agree that Nifas Silk Lafto Sub-city health office and health

centers are build strong relationships between employees. The result of the survey indicates that a larger number of employees are happy with their relationship within and between themselves.

Concerning about equal opportunity for employee promotion/career development regard to work experience from regional and Addis Ababa health sector, 69(58.0%) of the respondents were disagree and 40(33.6%) of the respondents strongly disagree. On other hand 4(3.4%) and 4(3.4%) of the respondents were agree and strongly agree equal for both and the rest 2(1.7%) were neutral. Therefore, it is possible to say 109(91.6%) of respondents were disagree and strongly disagree that no equal opportunity for employee promotion/career development with work experience regional and Addis Ababa health sector in their office. In most time, the back experience of regional and private health sectors is not considered for the employee's career development. As interviewed with selected interviewers concerning career development not based on the work experience of the health profession. The experience from the regional and private health sectors with Addis Ababa government health sector are not equally treated because of directives for unknown period forbid for the back experience from regional part the country.

As summarized in Table 4.4. Above, concerning respondents level of agree or disagree on the current compensation and benefit packages is capable of attracting and retaining competent employee, 66(55.5%) of respondents were disagree and 31(26.1%) strongly disagree on the other hand 11(9.2%) of them agree and 6(5.0%) strongly agree. Whereas the rest 3(2.5%) of the respondents were neutral. So, based on the response of respondents, it can be generalized that in Nifas Silk Lafto Sub-city health office and health centers the current compensation and benefit packages was not capable of attracting and retaining competent employees in their office. This indicate the competent employees leave the office after different cost for them such as recruitment, training, educational and other different cost. As interviewers interviewed with regard to factors, affect the retention were the lack budget compensation and benefit for the employees, low salary payment, lack of skill to manage employees in proper manner and policy, manual, directives and proclamation of the compensation and benefit were not update and periodically evaluate its effectiveness.

With regard to whether the respondents think about leaving the office or not, 99(83.2%) of respondents were replied that they went to leave the office and 19(16.0%) of respondents replied

that they were not leave the office. Therefore, based on the obtained data, one can conclude more than eighty percent of respondents are going to leave the office and this implies that no retention strategy practice in Nifas Silk Lafto Sub-city health office and health centers.

Concerning the possible reason that make the respondents to leave the office 64(53.8%) of the respondents think to leave the office to search for more money, 25(21.0%) of the respondents think to leave the office to find better working environment. In the same way, 9(7.6%) of the respondents think to leave the office to find better opportunity to development, 2(1.7%) of the respondent think to leave the office because of poor image of the office and the rest, 19(16.0%)of the respondents were replied that they are not think to leave the office. Therefore, based on the obtained data, one can conclude that the majority of respondents think to leave the office to search for more money and to find better working environment. The office should be aware of these facts and make some improvements for the employees to stay.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction This chapter deals with the summary of the findings and recommendations of the study based on the analysis and discussion of the results.

5.2. Summary and conclusion of the Findings

After having gone through the analysis and interpretation of the information obtained from the questionnaires and interviews the researcher come with the following summary of findings.

- ❖ The study indicated (65.6%) of the respondent's response that the recruitment policy was not implementing properly in Nifas Silk Lafto Sub-city health office and health center.
- ❖ The study found that in Nifas Silk Lafto Sub-city health office and health centers that the recruitment strategies/channels used by the office are not diversified (60.5%) and (15.1%) newspaper advertisement and university and colleges respectively.
- ❖ The study found (84.9%) of the respondent's response that the time taken for the recruitment is not quick and the applicants were not informed on the time.
- ❖ In Nifas Silk Lafto Sub-city health office and health center (84.9%) of the respondent's response, that the office did not give job orientation and follow up for the new employees when they were hired.
- ❖ The study found that in Nifas Silk Lafto Sub-city health office and health centers job description and responsibilities is match undecided because (67.2%) employees had not job description in their hand.
- ❖ The study indicated that (78.1%) of the respondent's response that the recruitment process is not satisfactory Nifas Silk Lafto Sub-city health office and health center.
- ❖ The study found (91.6%) of the respondent's response that office's compensation and benefit policy was not communicated with employee and not periodically evaluate the effectiveness of its packages.
- ❖ The study indicated (88.2%) of the respondent's response that the employees were not satisfied with their work environment.

- ❖ The study found (87.6%) of the respondent's response that the payment of the employees receive for their work is not fair.
- ❖ The study found (87.4%) of the respondent's response that employees were not appreciation and recognition for their work by the supervisor and management of the office.
- ❖ The study indicated (87.4%) of the respondent's response that employees were not participated in decision-making process concerning their issue or office issues.
- ❖ The study indicated (91.6%) of the respondent's response that no equal opportunity for employee promotion/career development wih work experience regional and Addis Ababa health sector in their office.
- ❖ The study found (81.6%) of the respondent's response that in Nifas Silk Lafto Sub-city health office and health centers the current compensation and benefit packages was not capable of attracting and retaining competent employees in their office.
- ❖ The study indicated that more than (80%) of the employees are going to leave the office and this implies that no retention strategy practice in Nifas Silk Lafto Sub-city health office and health centers.
- ❖ From interview question, the study found that the factors, affect the retention were the lack of budget compensation and benefit for the employees, low salary payment, lack of skill to manage employees in proper manner and policy, manual, directives and proclamation of the compensation and benefit were not update and periodically evaluate its effectiveness.
- ❖ From interview question, the study indicated that challenges of recruitment faced the office were no applicant for some job position, no internet used in job vacancies advertisement, lack training and qualification on the HRM function of profession and committee of recruitment were not trained and know how about recruitment.

5.3 Conclusion

Recruitment and retention are important components of the human resource management. Accordingly, in the previous chapters, the issues related to recruitment and retention best principles, and procedures have been discussed in detail. Moreover, job analysis, attracting candidates, retention strategies, compensation, and benefit packages were given appropriate emphasis to properly assess the process of recruitment and retention practices in the Nifas Silk Lafto Sub-city health office.

The general objective of this study is to investigate the practices of staff recruitment and retention in Nifas Silk Lafto Sub-city Health office. Specifically to assess, how and if the recruitment and retention policy (program) is implemented, to describe the current recruitment methods used, to investigate if the office retains its employees. To investigate the factors influence the recruitment and retention in the office, to describe the challenge the office faces while implementing recruitment and retention program in Nifas SilkLafto Sub-city Health office. Descriptive research design was used. Both qualitative and quantitative data methods were employed for the study. The main sources of data were from both primary and secondary. The study used both simple random sampling and expert sampling techniques. The sample size selected for the study under consideration was totally 125 for nine health centers and sub-city health office. IBM SPSS statistics 21.00 Version was used to process the primary data, which is collected through questionnaire. 65.6% of the respondent's response that the recruitment policy was not implemented properly. 84.9% of the respondent's response that, office was not give job orientation and follow up for the new employees when they were hired. (67.2%) of the respondent's response that employees had not job description in their hand. (91.6%) of the respondent's response office's compensation and benefit, policy was not communicated with employee and not periodically evaluates the effectiveness of its packages. (88.2%) of the respondent's response that the employees were not satisfied with their work environment. (87.6%) of the respondent's response, that the payment of the employees receives for their work is not fair. (87.4%) of the respondent's response that employees were not appreciation and recognition for their work by the supervisor and management of the office. (87.4%) of the respondent's response that employees were not participated in decision-making process concerning their issue or office issues. (91.6%) of the respondent's response that no equal

opportunity for employee promotion/career development with work experience regional and Addis Ababa health sector in their office

5.4 Recommendations

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

Since effective recruitment critical for office, Nifas Silk Lafto Sub-city health office and health center should properly implement recruitment policy.

The office should diversify the vacancy announcements channel from only newspapers to e-recruitment (vacancy announcement via internet) which can help in cutting costs and covering larger population. The office should timely based recruitment process and the applicants who are interested in working for the office inform on the time.

Since the widest pool of qualified applicants were medical staff job position which need series attention Nifas Silk Lafto Sub-city health office and health center should give job orientation and follow up for the new employees. The office should give job description in written form for the employees so that they can easily know whether job description and responsibilities is match and accurately portrays job content, environment and condition employment.

Office should communicate about its current compensation and benefit policy with employee, and periodically evaluate the effectiveness of its packages, which make to attract and retain competent employees.

Nifas Silk Lafto Sub-city health office and health center should provide employees an appropriate level of privacy and sound control on work environment, which enhances the motivation levels to commit with the office for the long term.

Office should provide attractive payment, which attract new employees from labor market, retain employees who want leave the office to search for more money and facilitate better development for employees.

Office's supervisor and management should make employees appreciation and recognition for their work by giving reward and promotion.

Nifas Silk Lafto Sub-city health office and health center with concerning office should proper budget plan for the employees' compensation, benefit and salary, improve skill of manager and supervisor to manage employees, policy, manual, directives and proclamation of the compensation and benefit should amendment and periodically evaluate its effectiveness.

The office to solve the challenges of the recruitment should use internet in job vacancies advertisement, training and improve the qualification of the HRM profession and training recruitment committee to know how about recruitment.

Finally, of all the varied responsibilities in human resources, two of the most critical are recruiting the best employees and keeping them happy on the job. Therefore, human resource management of Nifas Silk Lafto Sub-city health office and health centers should work in collaboration with management to implementation of the initiatives detailed in health sector five years development plan the successful recruitment, selection and retention of employees have been proved to be an integral part of every office. They are a vital part of an organization's overall strategic plan.

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To be answered by HR managers

The following interview questions are designed to collect information about the recruitment and retention practice of employees in Nifas Silk Lafto Sub-city Health offices.

The information shall be used as primary data in my case research, which I am conducting as a partial requirement of my study at Addis Ababa University for completing MA on Human Resource Management.

The research is to be evaluated in terms of its contribution to our understanding of the practice and its contribution to improvements in these practices. I will be willing to submit a copy of my final report to you if desired when it is ready. Therefore, your genuine, honest and prompt response is a valuable input for the quality of and successful completion of the project.

➤ **Interview questions considering recruitment**

1. What kind of recruitment and retention does the health office/health center have?
2. Is the recruitment and retention policy of the health office/health center base on any best practice of principles?
3. Can you describe the recruitment procedure of the office/health center? Is it implementing effectively?
4. What criteria apply to the recruitment of people at top managerial positions and other strategic positions in your office/health center? (Who to recruit).
5. How and what methods do you use to communicate or advertise the job and why?
6. When does the health office/health center recruit?
7. What sources do you frequently use (Internal or external), what information do you usually present for existing vacancies?
8. What methods do you use to check the effectiveness and efficiency of current recruitment strategy?
9. Does the health office/health center define job descriptions clearly? If yes, how often are they are revising?
10. What challenges do you face while implementing recruitment practice?

➤ **Question considering retention**

11. Is there a written retention policy in the health office/health center? If yes, is it implemented effectively?
12. Can you tell me the retention strategies at your office?
13. How would you rate the compensation and benefit package of the organization?
 - ✚ Salary, bonus system
 - ✚ Training and learning opportunities
 - ✚ Employee participation in decision making
 - ✚ How often do you promote/career development employees?
14. Is there any mechanism to prevent discrimination on the process of providing the benefits?
15. Do the employees get career development/promotion based on their experience/Work Performance?
16. Do you give equal chance for regional and private health sectors' work experience with in Addis Ababa government health sectors' to give career development for medical staff?
17. Do you perform exiting interviews or discuss why an employee might be leaving your office/health center?
18. What factors affect your ability to retain employees?

TO BE FILLED BY EMPLOYEES

Introduction

I am a graduating student of Human Resources Management in the Department of Business Administration and Information Systems at Addis Ababa University in the postgraduate program. As a partial fulfillment to requirement of the program, I am conducting a study on “**Practices and challenges of staff recruitment and retention in case of Nifas Silk Lafto Sub-city Health office**”

The purpose of the study in general and this questionnaire in particular is to study on above mention title, which may help the health office/health center under study in solving the major problem raised by the study.

The research is under take as academic requirements of MA degree in Human resource management. It also helps to gain practical knowledge on the topic under investigation and other prospective researchers as a stepping-stone to carry out further investigation. I want to assure that this research is only for academic purpose authorized by Addis Ababa University.

General Instructions

- There is no need of writing your name
- In all cases where answer options are available, please tick (√) in the appropriate box.
- You are kindly request to reflect your genuine idea, do not discuss or share ideas with other members.

Tel: - +251 913256241 and E-mail gebisaf50@gmail.com

Thank you in advance

Part 1:- Demographic Information of respondents

1. Name of your Health center/office W1HC W2HC W3HC
W5HC W6HC W9HC W10HC W11HC
W12HC Health office

2. Employment status Permanent Contract

3. Please indicate your gender Male Female

4. What age group do you fall into

Under 20 21-30 31-40 41-50 above 50

5. Your highest education level

Uneducated Diploma

Primary school BA Degree

High school complete MA/MSc degree

6. Years of service in the health center/office

Below 3 years 11-15 years

3-6 years 16-20 years

7-10 years above 21 years

7. Marital Status:

Single Divorced

Married Widowed

Part 2- Recruitment

8. Have you been employed in other health sectors previously?

Yes No

9. If your response for question No. 8 is “Yes”, from which sector you came to join the health/health center

University/College as fresh graduate NGO health sector

Private health sector Regional health sector

Addis Ababa health sector

Others, please specify: _____

10. How did you hear about the job opportunity when you hire in health office/health center?

Advertisement Employment agencies

Supervisory recommendations Universities/Colleges

If other, please specify _____

11. What attracted you to apply for the job?

The payment Office image

Working environment Education opportunity

Career development or promotion opportunity

If other please specify _____

12. What is your monthly gross salary?

Less than 1000 1501-3000

1001-1200 3001-5000

1201-1500 Above 5000

13. Did you receive the job description after being hired?

Yes No

14. Please put a tick mark in the space that most closely shows your opinion on the satisfaction level of the recruitment practices of the office.

Table 1- Recruitment practice

No	Recruitment practice	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	The office clearly defines the requirements and candidate specifications in the recruitment process	1	2	3	4	5
2	The office gives equal opportunities for all applicants without any discrimination based on sex, color, age, religion, ethnicity, etc					
3	The recruitment policy is implemented effectively					
4	The recruitment process was impartial					
5	Time taken for the recruitment is quick and applicants are informed on time					
6	I have been fairly treated by the recruitment panels					
7	My offer letters were processed quickly					
8	I have been adequately oriented about the job and received follow up					
9	The job description and its responsibilities match					
10	The recruitment process was satisfactory					

Part 4- Retention

15. Please put a tick mark in the space that most closely shows your opinion on the satisfaction level of the retention strategy practices of the office.

Table 2- Retention practice

No	Retention practice	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	My office's compensation and benefit policy is communicated with employees and periodically evaluate the effectiveness of its packages	1	2	3	4	5
2	I am satisfied with my work environment					
3	The payment I receive for my work is fair					
4	The office offers job security					
5	The office takes initiative to realize employees development needs					
6	I am appreciated and recognized for my work					
7	The management motivates the staff					
8	The employees participate in the decision making process					
9	The office builds strong relationships between employees					
10	There is equal opportunity for employee promotion/career development with work experience regional and Addis Ababa health sector					
11	The current compensation and benefit packages is capable of attracting and retaining competent employee					

