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GRADUATE PROGRAM

SCHOOL OF COMMERCE

***ASSESSMENT OF RECRUITMENT AND SELECTION
PRACTICES: THE CASE OF ETHIOPIAN INSTITUTE OF ARCHITECTURE,
BUILDING CONSTRUCTION AND CITY DEVELOPMENT, EIABC***

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MAY, 2015

ADDIS ABABA

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THE CASE OF ETHIOPIAN INSTITUTE OF ARCHITECTURE, BUILDING
CONSTRUCTION AND CITY DEVELOPMENT, EIABC***

BY

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**A Thesis Submitted to the School of Graduate Studies of Addis Ababa
University in Partial Fulfillment of the Requirements for the Degree of
Master of Arts in Human Resources Management**

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Letter of Declaration

I, Tbelts H/micael, declare that this work titled "**Assessment of Recruitment and Selection Practices, the case of Ethiopian Institute of Architecture, Building Construction and City Development**", is my own effort and study and that all sources of materials used for the study have been duly acknowledged. This study has not been submitted for any degree in this university or any other university. It is offered for the partial fulfillment of the MA degree in Human Resources Management.

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ACRONYMS

EiABC- Ethiopian Institute of Architecture, Building Construction
and City Development

ABSTRACT

This study attempted at assessing the recruitment and selection practices in Ethiopian Institute of Architecture, Building Construction and City Development. To this end, descriptive research method was employed. A questionnaire used for this investigation is limited to a sample of 61 respondents.. The sampling procedure used was non-probability convenient sampling. The measurements used were Questionnaires and review of documents. A descriptive statistics analysis percentage, mean and graphs was used to assess the recruitment and selection practices The study shows that EiABC should invoke remedial measures and monitoring mechanisms that would ensure effective recruitment and selection practices at the Institute. The researcher believes that it is appropriate for the management of the institute to establish a team of experts that will monitor the recruitment and selection process. In addition the institute need to strengthen the monitoring and evaluation capacity of the institution. In addition, the Institute is advised to use different recruitment and selection methods when sourcing for candidates to ensure that vacancy announcements reaches a wider audience and turn up a greater number of potential candidates.

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CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

It is generally accepted both in academia and in business that the human resource of every organization are its' most valuable and powerful of all resources and that the quality of human

resources also have a direct impact on the performance of the organization. The success of a business or an organization is directly linked to the performance of those who work for that business. Underachievement can be a result of workplace failures. Because hiring the wrong people or failing to anticipate fluctuations in hiring needs can be costly, it is important that conscious efforts are put into human resource planning (Biles, Holmberg, and Srevan, 1980).

People are individuals who bring their own perspectives, values and attribute to organizational life, and when managed effectively, these human traits can bring considerable benefits to organizations. One of the most significant developments in the field of organization in recent times is the increasing importance given to human resources. More and more attention is being paid to motivational aspects of human personality, particularly the need for self-esteem, group belonging, and self-actualization. This new awakening of humanism and humanization all over the world has in fact enlarged the scope of applying principles of human resource management in organizations. The development of people, their competencies, and the process development of the total organization are the main concerns of human resource management (Mullins, 1999).

Recruitment is the set of activities and process used to legally obtain a sufficient number of individuals in such a manner that the recruits' and organizations' best interests are taken into consideration. Whereas Selection is a series of steps designed to test whether a person is right for a common tool used in hiring. In the application blank information such as education work experience, physical and personal characteristics included. After receiving application blank, personal interview is an important part of the selection process. Although it is a good method for obtaining factual information, it is often too subjective; however it remains the most popular tool used by managers.

Thus recruitment is the process of identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment. Selection then begins when the right caliber of candidates are identified. Selection is thus the process through which organizations make decisions about who will or will not be allowed to join the organization. The selection process varies from organization to organization, job to job, and country to country. Some of the processes include screening applications and resumes, testing and reviewing work

samples, interviewing, checking references and background. Organizations use these processes to increase the likelihood of hiring individuals who possess the right skills and abilities to be successful at their jobs (Walker, 2009).

Following the initial selection of incumbents they are likely to again be chosen to develop their further interest in the organization and later to encourage them to apply for other jobs. Using appropriate techniques the suitable candidates are thus, able to be recruited and selected during their career development. It has been argued that in order for the firm to build and sustain the competitive advantage, proper staffing is critical. Recruitment and selection is a major HRM function as it encompasses all organizational practices and decisions. Recent technological advances, globalization, social trends and changes within organizations have brought new challenges for recruitment and selection (Hax, 2001).

To manage a diverse workforce effectively, an organization must hire and promote the most capable candidate for a job, while being mindful of the necessity to build a workforce that is representative of the greater business community. This may be achieved through using more appropriate and inclusive recruitment and selection strategies. Although a number of studies have been conducted about the recruitment and selection practices, much of the research focused on business organization and as the literature shows, very little of such study have previously been conducted in Higher Education Institutions and there has been little change in the types of methods used to recruit and select employees (Kelly, 2006)

Therefore, this study will try to fill this gap through assessing the current recruitment and selection practices of one of the higher Education institutions of Ethiopia, Ethiopian Institute of Architecture, Building Construction and City Development.

1.2 Statement of the Problem

The success of organizations in this modern business environment depends on the caliber of the manpower that steers the day to day affairs of the organizations. The process of recruiting and selecting all categories of employees into both private and public companies has been a matter of concern to many and needs attention. Even though it is the wish of every organization to attract

the best human resource in order to channel their collective effort into excellent performances, unconventional selection practices can mar any business plan.

The process of getting the potential applicants for a job needs a task of matching organizational recruitment effort with the candidate's job search effort. That is, an organization recruitment effort has to focus on ways and means of attracting potential employees. Due to this fact all organizations in an environment require talent that makes them competent and effective in these competitive world. This implies that recruitment function by itself is a form of competition as that of manufacturing, marketing and service provision activities.

Managing people is a definite challenge both at strategic or even organizational levels. Thus, human resources are well managed and developed in alignment with the organizational goals and strategies. It has been observed that for any organization to achieve its stated objectives and goals there is the need for management to put in place policies or strategies that will help attract the best of employees to strive towards the achievement of organizational objectives. And, they have to know how effectively they can communicate the potential applicants using appropriate media preferred by competent and motivated job seekers. Of course, this does not mean that the whole task of recruitment is advertising.

The practices and trends in Ethiopian case is somewhat different from this and EiABC (Ethiopian Institute of Architecture, Building Construction and City Development) is not an exception to this. In EiABC most of the time you couldn't find the job descriptions stating the detail requirement, nature and responsibilities of the specific position, the recruitment and selection procedures is not well and clearly defined so the Institute is facing challenges in the process of recruiting and selecting the candidates that fits for the positions most f the time. Even once get hired majority of the employees will not stay long. So this study tries to assess the procedures and practices of recruitment and selection activities and its effectiveness at this particular Institute and factors affecting recruitment activities, steps in recruitment process, source of recruitment, techniques of recruitment, evaluating the recruitment program, interviewing procedure, undertaking recruitment activities and verifying information on recruitment. To achieve this, the students researcher employed standardized and semi-structured questionnaires, interview, document review as a data collection instruments.

1.3. Basic Research Questions

- What are the recruitment and selection practices and procedures of EiABC,AAU?
- What are the challenges associated with the recruitment and selection practices of the Institute?
- What are the ways through which the Institute can improve its selection and recruitment practices and procedures?

1.4. Objectives of the Study

1.4.1. General Objective

The general objective of this study is to assess the recruitment and selection practices of EiABC.

1.4.2. Specific Objectives

- To identify the recruitment and selection practices and procedures of EiABC, AAU
- To assess the challenges associated with the recruitment and selection practices of the Institute
- To identify and recommend ways that will improve recruitment and selection practices at the Institute.

1.5. Significance of the Study

After completion, the findings of this research paper would help Recruitment and selection organizations to use it as an input to assess their practices and emphasize on the best recruitment and selection in order to have better quality employees, human Resource Managers would be well advised to emphasize the employee training programmes so that they can have and offer personalized service and be to achieve a long-term organizational goals and finally, it is hoped that findings of this study and their implications may provide some important directions for conducting further researches in the areas of recruitment and selection concentrating on bigger sample sizes and all types of variables including other organizations.

1.6. Scope of the Study

The study is delimited to recruitment and selection Practices of Ethiopian Institute of Architecture, Building Construction and City Development. The focus is on recruitment and selection practices of the Institute. The researcher actually chose to carry out an in-depth analysis of a single institute, rather than analyzing many institutions. Of course this delimitation is consequential to the results of the study assuming the researcher's conclusion will be based on how just EiABC implements its recruitment and selection policies and strategies within EiABC environment instead of a conclusion that involves a number of institutions in general.

1.7. Limitations of the Study

There are both strengths and weaknesses in this research paper. But few limitations were observed while researching and evaluating the concept.

- a) ***Biased:*** Few employees hesitated to write their views thinking that their negative remark may affect their career though it was mentioned that the questionnaires will remain confidential and names and designations were not taken into account.
- b) ***More participation, diverse views:*** If more participation of employees was there, there may be a possibility that the result would have been different. But due to time constraint and different reasons like cost , employees on holiday, ... more participation was not expected.

1.8. Organization of the Study

Chapter one introduces the background to the research, the statement of the problems, objectives, significance, limitation and Organization of the paper. Chapter two reviews the literature to understand the contemporary thinking of Recruitment and Selection practices, its methods, sources, processes, etc. Furthermore, it reviews the local and international recruitment practices, policies and strategies. Chapter three is about methodology and it discusses the methods of the research, how the research questionnaire was developed, how the sample was selected and data collection instruments used in the study. Chapter four is about the findings and

analysis of the research. This chapter presents the findings of the research in relation to the research question and objectives of the study. Finally, Chapter five is about the conclusion, Recommendation and the implications to the research question and future research.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1. Overview of Human Resource Management

As the concept of Human resource management, it is a strategic approach to managing employment relations which emphasizes that leveraging people's capabilities is critical to achieving competitive advantage, this being achieved through a distinctive set of integrated employment policies, programmes, and practices (Bratton and Gold, 2007).

Human resource management believes in the growth of the firm as well as the employees and having effective communication by ignoring differences with the employees and giving them information regarding the company's progress (Tyson, 1982). It suggests that plans and strategies are integrated with the business objective of the organization. Human resource's fundamental strategy is to maintain and strengthen the human capital base, also whether the employment decision taken is positive or negative, the workforce quality overall, and the motto remaining the same "*if you cannot change people, change the people.*" Majorly the ineffective recruitment and selection is related to the *people problem* (Tyson, 1982).

As mentioned by Cascio in the year 2005, Recruitment is defined as generally treated as a one way process i.e. organizations searching for prospective employees and this approach is known as Prospecting Theory of recruitment. Recruitment is generally a deficient relation of selection. The main attention is grabbed by the selection process. The failures made in the process cannot be swept over by selection techniques.

One of the early famous writers, Taylor, Keelty, McDonnell, (2002) suggested that the process of selection is very important and mentioned as "*The best man for the job*" (as cited in Bach *et al.*, 2000) though it may not be acceptable these days. A position can be vacant for many reasons such as employee has taken maternity leave, promotion or transfer of an employee, long holiday, sick leave, terminated, left the company, etc. Therefore, accordingly candidates are hired; some for temporary basis, part-time, full time, and casual work, permanent, contract basis, etc.

As suggested by Marchington and Wilkinson (2008), human resource management generally faces criticism because it cannot fully satisfy business success criteria as well as for employee well-being. Judgment is done by a selector which is provided by recruitment. Human resource management focuses on long term relationship and commitment with the employee. Therefore, recruitment/selection is just one of the key human resource practices that need to be integrated into a coherent "bundle" by organizations in order to support the delivery of business or corporate strategy.

2.2. The Concept of Recruitment and Selection

Today's organization cannot ignore the fact that a key element of an organization's resource capability is its people and greater attention is being given to the recruitment/selection process

than ever before. Newell and Rice (1999) noted that for some recruitment/selection lies at the very centre of human resource practices in organizations where appointment decisions represent one of the most crucial ever taken by employers. While the recruitment/selection is typically the responsibility of the HR Director/Personnel, line managers in all the business units of an organization also have an important role in the recruitment/selection process.

According to Arnold et al (2005), it has been noted that ‘over several decades, work psychology has a significant influence on the way people are recruited into jobs, through rigorous development and evaluation of personnel selection procedures’. Recruitment and selection is a topical area. While it has always had the capacity to form a key part of the process of managing and leading people as a routine part of organizational life, it is suggested here that recruitment and selection has become ever more important as organizations increasingly regard their workforce as a source of competitive advantage. Of course, not all employers engage with this proposition even at the rhetorical level. However, there is evidence of increased interest in the utilization of employee selection methods which are valid, reliable and fair.

Ensuring that the right people are in the right place at the right time is a critical factor in gaining and maintaining competitive advantage. Recruitment and selection have always been crucial processes for organizations. Those are suggested it is an integrated activity. (Bratton and Gold, 2007) refers to recruitment as “the process of generating a pool of capable people to apply to an organization for employment. Selection is the process by which managers and other use specific instruments to choose from a pool of applicants the person or persons most likely to succeed in the job(s), given management goals and legal requirements”.

Recruitment and selection are considered as searching for and obtaining potential candidates in sufficient numbers and quality so that the organization can select the most appropriate people to fill its job needs (McCourt and Awases, 2007). Similarly, Armstrong (2001) stated the aim of recruitment and selection in relation to obtaining the number and quality of employees with minimum cost that can satisfy the human resource needs of the organization. As the above two authors are emphasis on hiring new talent and reassigning serving staff including inter organizational transfers.

Specifically, recruitment, as defined by Bratton and Gold (2007), refers to a process used to attract potential capable applicants for employment in the organization, while selection is the process by which different instruments are used to choose from a pool of applicants who can fit with the required requirements. Hence, emphasis may be placed on admitting only those applicants who are likely to behave, acquire skills and show attitudinal commitment in line with the requirements of the organization's strategy.

Effective recruitment relies on the degree to which overall management philosophy supports and strengthens an approach to HRM that focuses on the deployment and development of new employees once they have gained entry to an organization. In doing this, there needs to be an intelligent uses of recruitment channel. An organization has two sources of labour supply-the internal and the external labour market.

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.

In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on an analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expanded to attract and retain such talent. Also related to the success of a recruitment process are the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources. Organizations seeking recruits for base-level entry positions often require minimum qualifications and experiences.

These applicants are usually recent high school or university/technical college graduates many of whom have not yet made clear decisions about future careers or are contemplating engaging in advanced academic activity. At the middle levels, senior administrative, technical and junior executive positions are often filled internally. The push for scarce, high-quality talent, often recruited from external sources, has usually been at the senior executive levels. Most

organizations utilize both mechanisms to effect recruitment to all levels. It is supported by Montgomery (1996). It was stated as matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job. Similarly, Jovanovic (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.

2.3. Current Context of Recruitment and Selection

Social networking sites, such as Facebook and Twitter, allow individuals to post and share personal information, which has led many US employers to use social networking sites to screen job applicants (Shea and Wesley, 2006; Withiam, 2011). A reason for using social networking sites to screen employees is that employers might want to verify information provided by applicants. Other reasons for using social networking sites for selection purposes is that social networking sites have some advantages over traditional human resource tools, such as being accessible without costs (Jacobs, 2009) and are perceived to be reliable sources by users (Kluemper and Rosen, 2009).

A research was conducted to examine the relationship between use of the social media as a recruitment source and student attitudes (Rozelle & Landis, 2002). They hypothesized that that Internet recruitment would be seen as presenting less accurate information to applicants as compared to informal forms of recruitment. In addition, greater applicant use of Internet-based recruiting information was expected to be associated with lower satisfaction with the organization. The data did not support the hypotheses, hence the role of online recruitment was significantly established through they study.

A paper was recently presented at an international conference by Florea & Badea (2013), which emphasized the manner in which the organizations use technology increases or decreases its positive net effect. The findings suggest that through the Internet, HR can develop an effective recruitment program, which helps manage the highly competitive and time-consuming process of finding skilled personnel.

Another study addressed an important issue while using social media as a hiring tool that the reliability and validity of using social networking sites to screen and select applicants is

unknown. Until the reliability and validity of the information from social networking sites is examined, hiring organizations should be cautious when relying on social networking sites to make selection decisions (Madera, 2012).

2.4. Importance of Recruitment and Selection

Recruitment and selection is not just important where recruitment to management or professional positions is concerned. The same principle holds true for all the jobs in an organization. For companies that value the commitment and motivation of all their staff, it makes sense to recruit each person extremely carefully to make sure they are getting people with exactly the skills, qualities and attitudes for which they are looking. If the ‘wrong’ people are recruited, it could prove expensive for an organization.

According to Armstrong (2001) wrong peoples are recruited for the organization will have three basic organizational expenses. First, they might not be able to do the job, so they will add cost to the organization, second, they may leave and so the whole process of recruitment and selection will have to be repeated, with the implications for cost and time. Third, they may have an adverse effect on existing workers.

There are further reasons why recruitment and selection is assuming greater importance stated as (Coyle-Shapiro, et. al, 2013). First, the workforce is becoming increasingly heterogeneous. This is partly due to globalization, partly to the willingness of workers to become ‘expat’ workers and leave their home country to work abroad, partly the fact that some countries (e.g. Canada), are still net importers of labor, partly due to more women coming into the labor force, the increase in flexible working (part-time and tele-working), aging populations (e.g. in Japan and the UK) and partly due to peoples’ changing attitudes (e.g. towards disabled colleagues).

A second reason is that governments are showing an increasing tendency to intervene in the labor market by passing legislation. An organization that failed to keep to the law could find itself with added costs (e.g. fines) and a reputation that it treated people unfairly. It may find it difficult to recruit in the future.

2.4. Recruitment and Selection Process and Development of the Organization

Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success Jovanovic (2004). Due to the fact that organizations are always fortified by information technology to be more competitive, it is natural to also consider utilizing this technology to re-organize the traditional recruitment and selection process through proper decision techniques, with that both the effectiveness and the efficiency of the processes can be increased and the quality of the recruitment and selection decision improved. A human resource information system is a system exploited to acquire, store, manipulate, analyze, retrieve, and distribute relevant information regarding an organization's human resources (Huselid, 1995).

According to the above two authors indicates that the purpose of the system is to support human resource services from the strategic level down to the tactical and operational levels. Many decision-making problems, including recruitment and selection, are herein involved. The system facilitates automated or computerized procedures to solve the problems, and is of vital importance as an aggressive tool in the information age. Researchers indicate that effective recruitment practices and policies enable boards to find the best candidate for their organization.

The personnel function becomes especially important when recruiting and selecting new administrators. A critical role for human resource management is how to elicit positive reactions from candidates when discussing administrative roles. People without administrative experiences have negative perceptions and views of the role of the administrator. In attempts to attract and support individuals to the administrator's position it is necessary to identify what barriers prevent potential candidates from applying to the pool. Job complexity and workload are perceived by employees as the two considerations having had the greatest impact on the number of applicants for administrative positions. Other factors include poor remuneration as it relates to demands and expectations of the job and lack of resources and support structures in. Many highly qualified, competent, and talented employees dismiss careers in administration because they do not want to sit in an office all day.

2.5. The Process of Recruitment

Odiorne (1984) indicated that the quality of new recruits depends upon an organization's recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the calibre of candidates attracted. Indeed Smith et al. (1989) argue that the more effectively the recruitment stage is carried out, the less important the actual selection process becomes. When an organization makes the decision to fill an existing vacancy through recruitment, the first stage in the process involves conducting a comprehensive job analysis. This may already have been conducted through the human resource planning process, particularly where recruitment is a relatively frequent occurrence. Once a job analysis has been conducted, the organization has a clear indication of the particular requirements of the job, where that job fits into the overall organization structure, and can then begin the process of recruitment to attract suitable candidates for the particular vacancy.

According to Odiorne, (1984) one result of effective recruitment and selection is reduced labor turnover and good employee morale. Recruiting ineffectively is costly, since poor recruits may perform badly and/or leave their employment, thus requiring further recruitment. In a cross national study of recruitment practices, suggests that, in reality, recruitment practices involve little or no attempt to validate practices. Personnel managers tend to rely on feedback from line managers and probationary periods and disciplinary procedures to weed out mistakes. Firms with high quit rates live with them and tend to build them into their recruitment practices and they do not analyze the constitution of their labor turnover.

A number of recent studies have suggested that some recruitment methods are more effective than others in terms of the value of the employees recruited. Miyake, (2002) indicated that while advertising is usual for job vacancies, applicants were sometimes recruited by word of mouth, through existing employees. Besides being cheaper, the “grapevine” finds employees who stay longer (low voluntary turnover) and who are less likely to be dismissed (low involuntary turnover). People recruited by word of mouth stay longer because they have a clearer idea of what the job really involves. Miyake, (2002) reviewed five studies in which average labor turnover of those recruited by advertising was 51 per cent.

The labour turnover for spontaneous applicants was 37 per cent and turnover for applicants recommended by existing employees was 30 per cent. One hypothesis proposed to account for this was the “better information” hypothesis. It was argued that people who were suggested by other employees were better and more realistically informed about the job than those who applied through newspapers and agencies. Thus, they were in a better position to assess their own suitability. Better informed candidates are likely to have a more realistic view of the job, culture of the organization and job prospects.

Burack, (1985) argues that recruitment sources are significantly linked to differences in employee performance, turnover, satisfaction and organizational commitment. In a survey of 201 large US companies, Burack asked respondents to rate the effectiveness of nine recruitment sources in yielding high-quality, high-performing employees. The three top ranked sources were employee referrals, college recruiting and executive search firms. However, Burack, (1985) cautions that, while these general results are useful, there is a need for greater internal analysis of the relative quality of recruits yielded by different sources.

In a study assessing the recruitment of new graduates, Kersley et al (1997) reiterated the anticipatory socialization stage for students planning to enter professions, and in particular the effects of recruitment and selection experiences on career expectations and orientation. They agreed that the nature of students’ job search activity, the possession of relevant work experience, and exposure to employers through recruitment and selection activities may form part of the “evolving sequence of a person’s work experiences” which contributes to anticipatory socialization. It has been argued that exposure to employers through recruitment and selection is a social process where employers and potential employees gradually perceive a match.

Through job search activities and awareness of employers’ recruitment literature and events, students gather information about organization’s goals, values, climate and work practices to guide their ultimate decision. Exposure to selection procedures provides information about the culture and attributes of an organization, and candidates form judgments from their perceptions of the fairness of the selection methods used. Delery and Doty (1996) argued that providing students with greater awareness of employment opportunities, and equipping them with the

ability to be proactive in approaching potential employers, will lead to more effective career self-management and selection processes.

Students in traditional professions, therefore, are exposed earlier to the values of the profession, such as a commitment to client service and a professional code of conduct. The mandatory nature of this training also makes it likely that such a socialization process persists despite idiosyncratic events within a profession; for example, recent concerns with corporate governance within accountancy which may have adversely affected the attractiveness of the profession for students and hence may impact recruitment into the profession (Burack , 1985).

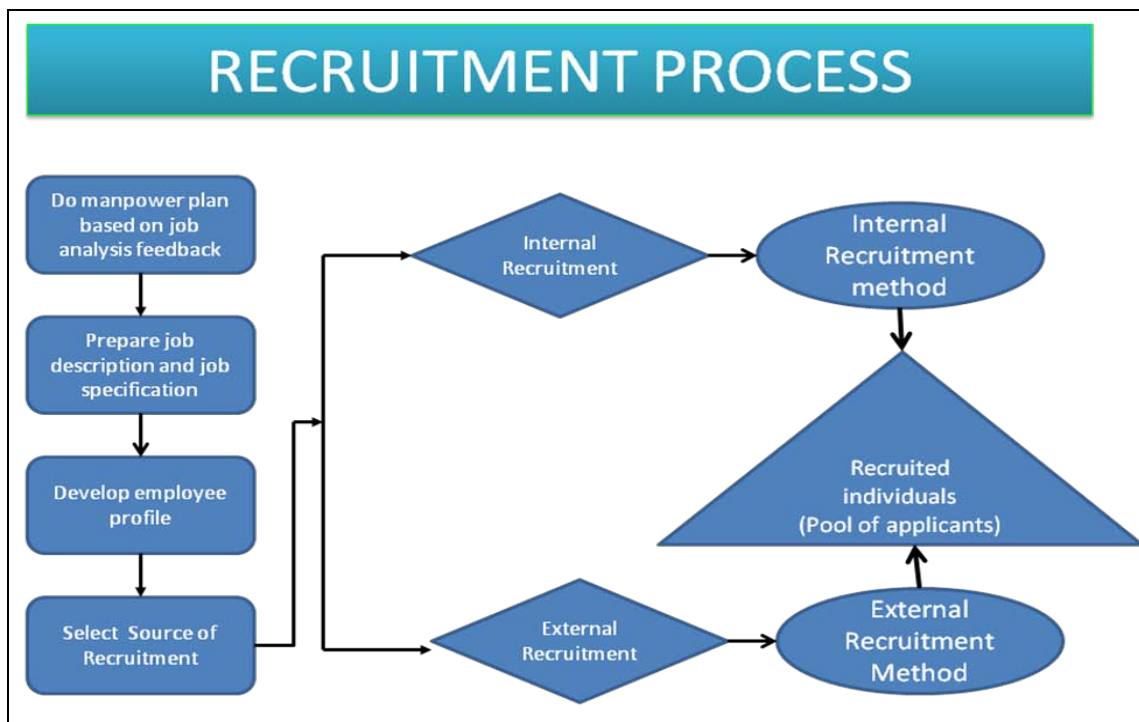


Figure: 1. Recruitment Process Model: Adopted from Odiome (1984)

2.6. The Selection Decision

While the caliber of candidate is determined by the value of the recruitment process, the selection decision remains a difficult one. Gould, (1984) argues that most mistakes are caused by the fact that managers generally give little thought to the critical nature of the decisions. Employers are surprised and disappointed when an appointment fails, and often the person

appointed is blamed rather than recognizing the weaknesses in the process and methodology, even the soundest of techniques and best practice (in selection) contain scope for error.

Some of this is due to the methods themselves, but the main source is the frailty of the human decision makers. Selection tools available to organizations can be characterized along a continuum that ranges from the more traditional methods of interviews, application forms and references, through to the more sophisticated techniques that encapsulate biographical data, aptitude tests, assessment centres, work samples, psychological testing, and so forth. Each method of selection has its advantages and disadvantages and comparing their rival claims involves comparing each method's merit and psychometric properties. The degree to which a selection technique is perceived as effective and perhaps sophisticated is determined by its reliability and validity. In a comparison of personnel selection practices in seven European countries explored the utilization of a range of established selection methods. They reported a general trend towards structured interviews in all countries and, while the general validity and acceptability of methods such as work samples, group exercises and assessment centres were widely recognized, reported usage of these methods was infrequent (Miyake, 2002).

Clear differences in the frequency of the use of several selection methods did emerge from the study which reported, among others, the very high take-up of references and assessment centres in both the UK and Germany, the high, almost exclusive, frequency of graphology in France, and the limited use of testing and biographical inventories amongst all respondents. In his study of recruitment and selection practices in the USA, Burton (2001) found that approximately 25 per cent of respondent organizations conducted validation studies on their selection methods. Furthermore, in a rating of various selection methods, those perceived to be above average in their ability to predict employees' job performance included work samples, references/recommendations, unstructured interviews, structured interviews and assessment centres.

Cran (1995) suggests that developments in the realm of selection lend some support to those who propound the HRM thesis, where a key feature has been the increase in testing designed explicitly to assess behavioral and attitudinal characteristics. He further indicates that the extent to which these more sophisticated and systematic approaches can be, and are, deployed, depends

to a large degree, on sectoral circumstances and on the wider employment-management policies being pursued.

2.7. Sources and Methods Of Recruitment

Recruitment Source:

As many literatures stated that, an organization may fill a particular job either with someone already employed by the organization or with someone from outside. There are two general sources of recruitment: **Internal**, when the business looks to fill the vacancy from with its existing work force, and **External**, when the business looks to fill the vacancy from any suitable applicant outside the business.

Internal Sources

Internal recruitment seeks applicants for positions currently employed workers of an organization. Internal sources of recruitment include present permanent and temporary /causal employees. Vacant positions in organizations could be filled by those existing employees through transfers and promotions. With the exception of entry-level positions, most organizations try to fill positions with current employees. Most large organizations attempt to develop their own employees for positions beyond the lowest level. The internal source is one of the best sources of recruitment if an organization has been effective in recruiting and selecting employees in the past and has a strong employee development program (Armstrong, 1991).

As the basic source of internal sources are mentioned on Charles (1995) promotion and transfer. Those were defined as Promotion is moving an employee from a lower position or job status to a higher position or job status. This is done when individuals have the potential and capacity to carryout the requirement of the higher position and job status. Transfer is moving one person from the existing position to another position with equal status.

External sources

According with Armstrong (1991) External sources lie outside the organization. External recruiting is attracting applicants from various outside organizations. It is needed in organizations that are growing rapidly or have a large demand for technical, skilled, or managerial employees. External sources provide large pool of candidates.

As the basic objective require external sources were depict; to fill entry-level jobs (jobs for the beginners), to acquire skills not possessed by current employees and to obtain employees with different background, to provide new ideas.

Major external source are mentioned according to Armstrong (1991).

- Schools, college and universities
- The unemployed
- Competitors and other organizations
- Private and public employment agencies
- Professional Associations

Recruitment Methods

Recruitment methods are the means by which management contacts prospective employees, provides necessary information, or stimulated them to apply for jobs.

Internal Methods

Management should able to identify current employees who are capable of filling position as they become available.

Job Posting and Bidding

Job posting and bidding is an internal method of recruitment in which notices of vacant positions are posted in central locations throughout the organization and existing employees are given a specified length of time to apply for the available positions. Job posting is a process where announcements of positions are made available to all current employees through organization newsletters, bulletin boards, and so on. The job notice specifies the job title, pay scale, and minimum qualifications. It is a procedure for informing the employees that a job opening exists. Job posting mean posting notices of job openings on organization bulletin boards for recruiting possible internal candidates. Accordingly, interested employees could apply for the vacant job. Some organizations develop policies for job posting to be successful. They may include:

- ⊗ Both promotions and transfers should be posted.
- ⊗ Job vacancies should be posted for a specific period of time before going to external sources.

- ✎ Eligibility rules for the job posting system need to be developed and communicated to the employees. For instance, one eligibility rule might be that no employee can apply for a posted position unless the employee has been in his or her present position for one year or six months.
- ✎ Specific standards for selection should be included in the notice.
- ✎ Job bidders should be required to list their qualifications and reasons for requesting a transfer or promotion.
- ✎ Unsuccessful bidders should be notified by the human resource department and advised as to why they were not accepted.

In unionized organizations, job posting and bidding procedures are usually spelled out in the collective agreement.

External Method

Job Advertisement: Advertisement is widely accepted and frequently used method of recruitment, through it mostly provides one way communication. It provides the candidates in different sources, the information about the job and company, and simulates them to apply for jobs. Advertisement communicates the company employment needs to the public through media, such as television, radio, newspaper, magazines, notice boards professional journals and other publications (Tanova, 2003).). It provides the same message for everyone in an audience. It is a widely used recruitment method in order to reach relatively large number of potential applicants. Advertisements are commonly placed in daily newspapers, trade and professional newspapers, and occasionally on radio, TV and billboards. However, the choice of appropriate media for a specific advertisement should depend on the type of job and the required degree of coverage.

The content of job advertising message must include:

- ☞ Give perspective employees an accurate picture of the job and the organization (job description)
- ☞ Indicate the jobs unique qualities (job specification)
- ☞ Tell potential employees why they should be interested in that particular job.
- ☞ Specify how and when an applicant is to respond (apply in person, by telephone or submit CV by fax or e-mail and dead line for application).

Moreover, Fletcher (1988) was described as internal recruitment methods Employment Agencies, Employee referrals, Walk-ins /Write-ins or Unsolicited application, Apprenticeship/Internship and Internet (websites). The researcher was paraphrased his idea as follows:

Employment agencies are used by many organizations for identifying potential workers. There could be public or private employment agencies. Those agencies have information on job seekers in terms of qualifications, skills, interests, etc and can be good sources of employment by organizations. The major functions of these agencies are to increase the pool of possible applicants and to do preliminary screening. To utilize these agencies effectively and efficiently, organizations are advised to:

- ✘ Give the agency an accurate and complete job description and specification.
- ✘ Specify the devices or tools that the agency should use in screening potential applicants.
- ✘ If possible, create a long-term relationship with one or more agencies.

Organizations specifically use employment agencies when;

- ✘ They do not have their own human resource department,
- ✘ They want to fill a particular position openings quickly,
- ✘ They need to attract a greater number of minority and female job candidates, or
- ✘ They attempting to recruit individuals who are not actively seeking employment.

Employee referrals: Some organizations with a good record of industrial relations encourage their employees to bring suitable candidate for various openings in the organization. These recruiting systems may be informal and operate by word-of-mouth, or they may be formal with definite guidelines to be followed. Announcements of openings and requests for referrals are made in the organization's bulletin and posted on bulletin boards. Incentives and bonuses are sometimes given to employees who refer subsequently hired people. This method of recruiting potential employees can cut recruiting costs by eliminating advertising and agency fees. Employees who were hired through referrals from current employees tend to stay within the organization longer and display greater loyalty and job satisfaction. It can also result in higher quality candidates since most employees would not recommend someone unless he/she believes that the individual can perform effectively.

However, there are some possible problems among these; employees tend to refer only friends or relatives. As a result, employee referral method may result in nepotism and sometimes violate Equal Employment Opportunity law (one group favoring each other).

Walk-ins /Write-ins or Unsolicited application

The most common and least expensive approach for job candidates is direct applications where job seekers submit unsolicited application by letter (e.g., a resume), telephone, or simply show up in person seeking employment. Unsolicited application, whether they reach the employer by letter, telephone or in person, can be a source of prospective employees and can provide a pool of potential employees to meet future needs. Such applications are kept in file if there are no particular openings at that time. While direct applications are particularly effective in filling entry-level and unskilled positions, some organizations, because of their reputations or because of their geographical location, compile excellent pools of potential employees from direct applications for skilled positions.

Internet (websites):Recent trends indicate that, integrating the internet and the HRM information system is becoming a popular recruitment method. Internet recruitment is becoming an increasingly popular means of staff recruitment. The main advantages of e-recruitment technique to the organization are:

- ✎ Reduce recruitment costs and speed up the recruitment cycle.
- ✎ Make applying easier.
- ✎ Reach a wide pool of potential applicants.

However, e-recruitment has the following drawbacks:

- ✎ It obviously excludes those applicants who either cannot access the internet or do not have software compatible with the website.
- ✎ Organizations may be bombarded with unsuitable applicants because it is easy to apply online.
- ✎ The recruitment process becomes impersonal, deterring some applicants.

Apprenticeship/Internship: An apprenticeship is a special form of recruiting in which a student is placed in a temporary job. In this arrangement, there is no obligation by the company to hire the student permanently or by the student to accept a permanent position with the firm following

graduation. An apprenticeship typically involves a temporary job for the summer months or a part-time job during the school year.

2.8. Recruitment/Selection Strategies and World Practices

Recruitment/selection are key functions of HRM and critical to support organizational strategies. When it emphasized that recruitment not only seek to attract, obtain, retain, and retain the human resources the organization needs to achieve the strategic goals, but may have significant impact upon the composition of the workforce, the ultimate fit with the organization's needs and culture, and upon long-range employment stability and human development (cited in Hsu and Leat, (2000).

Redding and Catalanello (1989) noted that the argument is convincing. Strategy-linked training may be essential to the success of contemporary firms challenged by increasing global competition, accelerating technological change, and shifting workforce demographics. In fact, according to Redding and Catalanello (1989), several leading organizations, including Motorola, General Electric, and Hewlett-Packard, credit their business success to training. It suggest that companies success in all over the world are depending on recruit the right person at the right place.

Similarly, Mestre and Stainer (1997) noted that in Japan, all new employees are perceived as interchangeable and, as such, are almost considered as non-entities since there is no difference between one individual and another. It is believed that this approach is such an intrinsic asset in Japanese companies that most are far more concerned with recruiting people who have the "right attitude" to learning than to selecting those with the best existing skills for the job.

2.8.1. Requirement and Selection Practice in Japan

According to Mestre and Stainer (1997) noted that in Japan, all new employees are perceived as interchangeable and, as such, are almost considered as non-entities since there is no difference between one individual and another. It is believed that this approach is such an intrinsic asset in Japanese companies that most are far more concerned with recruiting people who have the "right attitude" to learning than to selecting those with the best existing skills for the job.

Similarly, Dedoussis (1995) on Japanese manufacturing firms established in Australia found that recruitment practices by Japanese companies focuses on candidates in the 35-40 age groups who are hired directly according to demands of each firm. Additionally work experience is highly valued and little importance is attached to educational qualifications. However, formal educational qualifications are important in the case for managerial positions in bigger firms.

Another study by Gregory and Jain (1991), on HRM practices of Japanese and Malaysian Companies found that their Japanese subsidiary companies followed the recruitment policy of their parent companies. However, this practice is not as elaborate as that in the parent companies where direct contact is made with the educational institutions, and the interview may be conducted on campuses. It may create a gap to get appropriate candidates for the vacant position.

2.8.2. Recruitment and Selection Practice in Malaysian

In the case of Malaysian firms, there is some dissimilarity in their recruitment practices as compared to Japanese firm's practices. Based on author's (Gregory and Jain, 1991), observation and experience, HRM practices in Malaysia have shown that the full time local employees were recruited mainly through newspaper advertisement and by walk in interview. In some cases recruitment/selection are based on family and close friend recommendation. On another case study by Abdullah and Keenoy (1995) on the Japanese managerial practices in the Malaysian electronics industry noted that available vacancies are first offered to currently serving employees. Qualified applicants are assessed based on performance and seniority. With applicants of equal merit, seniority is used as the decisive criteria.

It seems that, employees are circularized in the hope that someone among their friends or relatives may be suitable. Only after this would the post is advertised outside the company. Interestingly, the company believes this practice as helps to enhance the family spirit on view of endorsed by union representatives.

2.8.3. Recruitment and Selection Practice in China

Since new labour laws were introduced in 1995 and a new employment contract system was set up, recruitment policies have changed (Benson & Zhu, 1999). Enterprises, especially the state-owned enterprises, have the power to hire and fire employees almost at will; however, the new labour laws protect the individual rights of each job seeker, whatever their gender or ethnicity,

thereby giving graduates the right to seek their own jobs (Ding et al., 1997). It indicates that in China their recruitment and selection would not be affected by demographic variables.

State-owned enterprises can recruit both graduates and people with experience from other companies (Goodall & Warner, 1997; Chatterjee & Nankervis, 2003). However, these laws do not always counteract the cultural influences surrounding equality and rights of the job seeker. It shows that almost it is impossible to change organizational norms and values because there is such a strong power structure and interpersonal system of 'guanxi' prevalent in almost all organizations whether they are state- or privately-owned (Xin & Pearce, 1996). Hence, it is often difficult for externally recruited employees to integrate into an existing organization, no matter how well educated or skilled they are (Bjorkman & Lu, 1999).

The informal labour market where priority is given to children and relatives of existing employees is prevalent despite the lip service that is paid to the concept of unbiased, objective recruitment practices (Verma & Zhiming, 1995). A study by Ip (1995) indicated that about 80% of respondents had found their jobs through references from friends and relatives; the figure was found to be similarly high in a study conducted by Ding et al. (1997). Chatterjee and Nankervis (2003) reported that nepotism was still prevalent at department and work unit level although it was less obvious at top management. The implication is that, although the economic climate may have changed and there has been a demand to practice conventional recruitment and selection practices.

2.8.4. Recruitment and Selection Practice in Australia

In Australia, it is common practice to recruit from within (Nankervis et al., 2002). Organizations often try to follow a policy of filling job vacancies above the entry level position through promotions and transfers. By doing so, an organization can capitalize on the costs that it has invested in recruiting, selecting and training its current employees.

One of the most widely used methods for contacting applicants in Australia is through advertisements. Newspapers and journals are used most commonly, although radio, television, billboards and posters have been utilized by some companies. Advertising has the advantage of reaching a large audience of possible applicants (Gill, 2000). Some degree of selectivity can be achieved by using specific newspapers and journals directed towards a particular group of

readers. The preparation of advertising copy is not only time-consuming, but also requires creativity when developing design and message content. Well-written advertisements highlight the major assets of the position; at the same time, they are responsive to the job/career needs and concerns of the desired applicants (Bucalo, 1983).

The present review strives to highlight the trend of current recruitment practice from a global perspective. So, it is important to ascertain the role cultural differences play in the area of recruitment, if any. Ma & Allen (2009) did a conceptual research, which explores how cultural values influence the effectiveness of recruitment practices in different cultural contexts. In today's business environment one of the popular sources of hiring people is the 'word of mouth' which significantly affects the behavioral and perceptual outcomes of the decisions taken to hire right people.

This phenomenon also was studied by Van Hove and Lievens (2009) sample of potential applicants, targeted by the Belgian Defense. They found that having positive information regarding potential talents through word-of-mouth early in the recruitment process was significantly correlated with perceptual (organizational attractiveness) and behavioral outcomes (actual application decisions).

Another study conducted by Russo et al. (2001) attempted to investigate how employers' recruitment strategies change in response to different conditions on the relevant regional labor market. Their empirical findings show that the hiring of unemployed candidates and the use of the public employment service are events more likely to happen in a slack regional labor market. On the basis of their results they concluded that the use of advertisements and the hiring of already-employed job seekers are more likely to occur in the presence of excess demand on the relevant regional labor market.

Different research indicates that the effectiveness of different recruitment sources for new employees has been effective in the competitive global organization. This idea is supported by Zottoli & Wanous, (2000). It was stated as the effectiveness has primarily been assessed by examining the rates of turnover (and "job survival"), as well as job performance, with referrals by current personnel, in-house job postings, and the re-hiring of former employees being considered the most effective sources.

2.8.5. Recruitment and Selection Practice in India

From Indian organizational perspectives, a study by Sen and Saxena (1997) on managing the knowledge workers has given importance to the process involved during the time of recruitment and hiring. They believe that the most striking feature of the Indian labor market is the apparent abundance of labor, yet the right type of labor is not too easy to find. A similar study has been done by Tendon (2006) giving importance to hiring quality candidates who are hard to find. In his research article he has made an attempt to study why talent deficiency prevails in Indian job market in spite of a huge population.

Another important study by Unwin (2005) gives more significance to the process involved during the time of recruiting and hiring good candidate. Karen Unwin believes that recruitment is the only component for attracting and retaining knowledge workers. A review done by Reddy (2004) points out that Six Sigma is the best practice for the recruitment of human talent. Reddy (2004) also stressed the importance of hiring the right candidates through other source as per the business requirements.

A very important study on recruitment sources has been done by Subbarao (2006). He tried to explain the recruitment sources used by individual job seekers at various levels. Another study which highlights the importance of different types of approaches used at the time of recruitment which in turn makes any organization well-established or less established. Sarkar and Kumar (2007) have tried to identify the reasons for an organization to be either well established or less-established organization - according to the approach which they adopt while recruiting their employees. They have importance to a holistic model of recruitment i.e. emphasizing the importance of the whole process of recruitment and the interdependence of its parts.

A recent article by Vyas (2011) has shown the critical role of online recruitment system. Organizations are looking for methods of reducing the time and effort. As per his study, this rush and explosion gave way to job portals to make recruitment more in-house and more effective. Job portals came as a transparent medium between the recruiter and the job seeker.

An evolving role of team staffing from a strategic human resource management perspective were investigated by Munyon et al. (2011). In this study they evaluated methods of team staffing that ascertained its competitive advantages to a firm. It suggest that, they studied how individual and

cluster hiring modes influence the competitive advantage of organizations, linking human resource management practices with strategic outcomes.

2.8.6. Recruitment and Selection Practice in Ethiopia

In 1991, the current Ethiopian Government came to power and the introduction of new constitution brought about many political changes. The changes were the introduction of multi-party system, market-oriented economy and federal form of government that resulted in the creation of nine (9) national regional states including Oromia National Regional State (Getachew and Richard, 2006) .As a result, based on problems identified and recommendations forwarded, government took initiatives to reform the civil service in accordance with the changes introduced.

As a result, based on problems identified and recommendations forwarded, government took initiatives to reform the civil service in accordance with the changes introduced. Finally, in 1996 the overall civil service program comprising of different components was promulgated for implementation in civil service institutions throughout the country (AH Consulting, 2010).

Accordingly, as one sub program of the overall civil service reform, human resource management reform comprised of different components began to be implemented. Among others, it focused on issues of recruitment and selection with the aim of achieving merit-based system in the civil service through creation of fair, transparent, efficient, effective and modern recruitment and selection system (ibid).

According to Tegene (2008), each regional, zonal and woreda level government office has the right to advertise every vacant position. Moreover, every government office may solicit graduates of higher educational institutions for recruitment in cooperation with institutions.

In doing this, each office shall follow the regional HRM manual. The vacancy announcement should be widely advertised to attract the best candidates from the labour market. Exceptionally, for those civil servants having social and health problem, for employees who upgrade themselves based on their office manpower planning, position like top-level manager executive secretary, cabine members' driver and cashier, it is possible to assign without advertisement.

However, those employees who were assigned in this manner must fulfill the minimum requirement of the vacant post (Tegene, 2008).

2.9. Challenges of Recruitment and Selection

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

In the strategy implementation phase, the extent of recruitment and selection strategic integration can be gauged through four distinctive indicators. These indicators are: the timely supply of an adequately qualified workforce, effective job analysis and descriptions, effective selection, and the involvement of line managers in the recruitment and selection practices.

A key source of uncertainty in the business strategy implementation is whether there is a timely supply of adequate qualified people, and to a great extent this uncertainty involves the quality of employees. For instance, a firm might decide to leverage a different human capital pool in terms of skills and education level than its rival firms as a competitive strategy even within the same industry to develop specific capabilities or to develop a HR process advantage. An organization can successfully eliminate this uncertainty if its recruitment and selection policies and practices are strategically integrated with business (Whitmell Associates, 2004).

Effectively conducting job analysis and targeting right potential candidates ensures a good match between applicants and the jobs. Argument has been given that under qualified employees may not be able to effectively perform their job positions due to lack of knowledge and competencies,

while on the other hand over qualified employees tend to experience less job satisfaction due to their higher qualification than a desired level for a given job. For every job in the organization, a thorough job analysis, which includes job description and job specifications, is necessary and based on this, an appropriate selection criteria is vital. The job description provides indications of the duties to be undertaken, and the job specification usually prescribes relevant personal qualities and attitudes as well as skills and knowledge required for the job (Johnston, 1999).

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

In recruitment and selection practice the construction of formalized selection frameworks and norms of acceptable discrimination may be seen as an attempt to enable managers to navigate between efficiency, control and social justice. In their advice on how to achieve the perfect fit of person, organization and job, they argue that selecting on the basis of managerial opinion is utterly unscientific and unreliable and that managers are liable to be turned this way and that by the most inconsequential of considerations (Roche, 2007). In place of this unsatisfactory state of affairs, these authors propose that physiognomy and the physical self provide the key to 'unlocking the inner secrets' of the individual seeking employment, and therefore should inform the selection process. It shows that managers are advised to assess nose, forehead, chin, habitual facial expression, digestion, skin texture, and elasticity of muscle. The underlying philosophy of this process is that everything about man indicates his character and as much information as possible should be collected to inform a decision - their list also includes religious belief and marital status.

Taking heredity and environment as bases for granting or denying access to an organization and job is now legally unacceptable. The argument presented by Blackford and Newcomb (2002), particularly in relation to skin, colour and its predictive properties, could be seen as a product of its time and place. However, it is important to note that the study is based on what was then seen as a sound scientific set of ideas and tests, which proved the premises underlying the suggested practice. Recruitment may be conducted internally through the promotion and transfer of existing personnel or through referrals, by current staff members, of friends and family members. Where internal recruitment is the chosen method of filling vacancies, job openings can be advertised by job posting, that is, a strategy of placing notices on manual and electronic bulletin boards, in company newsletters and through office memoranda. Referrals are usually word-of-mouth advertisements that are a low-cost-per-hire way of recruiting. Internal recruitment does not always produce the number or quality of personnel needed; in such an instance, the organization needs to recruit from external sources, either by encouraging walk-in applicants; advertising vacancies in newspapers, magazines and journals, and the visual and/or audio media; using employment agencies to “head hunt”; advertising on-line via the Internet; or through job fairs and the use of college recruitment.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1. Research Design

In this chapter the methodological approaches that were used in order to reach the purpose of the study and to answer the research questions were discussed. The methodological approach used in this research study was Descriptive. This approach was selected because as it has already mentioned in the beginning of this research study the purpose of this study was to assess the recruitment and selection practices in EiABC. So the study was selected as an approach because the study attempts to reveal the practices of Recruitment and selection of EiABC.

The selection of research methodology depends on the objectives, the nature of the subject of research and the relevant implementing facilities. One can make a decision for research methodology if he/she specifies the nature, objectives and the extent of research. A descriptive research design was used to assess and describe the current practices of recruitment and selection.

With the intention of getting the general picture of the existing recruitment and selection practices, both qualitative and quantitative data were gathered. The researcher believe that the use of both quantitative and qualitative approaches in combination provides a better understanding of research problems than either approach alone.

3.2. Sources of Data

In order to get appropriate data the study employed both primary and secondary sources of data. Primary data were collected through close-ended and open-ended questionnaires from sample respondents of the Institutes.

Secondary sources of data are relevant books, journals, publications and other online information which are emphasizing recruitment and selection procedures, recruitment and selection process, sources of recruitment, selection and methods of evaluation were investigated

to supplement and to serve as the bases for the instruments and findings of the study. In addition to this, various reports and documents in the institute were also used to get important data such as the number of employees, etc..

3.3. Sample size and sampling techniques

3.3.1. Population and Sample size

Determining sample size is a very important issue because samples that are too large may waste a lot of time, resources and money, while samples that are too small may lead to inaccurate results. A sample means some members of a society who represent the society and are homogeneous with other members. Participating the whole population is unmanageable and costly for the researcher with limited time, resource and money. So sample of a population have to be selected and relevant results to the population studied have to be generalized. Considering this, data were collected from 60 (about 29% of the total population) employees and 1 Human Resources Personnel of the Institute from the total population of 281 employees of the Institute by asking their willingness to fill the questionnaires.

3.3.2. Sampling Techniques

In this research, convenience sampling method was used for the selection of the sample employees representing the population of the study. This technique was used in order to solicit willing respondents in filling the questionnaires. For Human Resources Personnel Judgmental sampling technique was used. Data collection has been made during working days and hours at the Institute.

3.4. Data Gathering Instruments

In order to gather first hand information, questionnaires were prepared and administered based on the review of related literature important to the subject of the study. Questionnaires were designed and some wording changes were made based on the comments of some academicians and EiABC employees. After that a pilot study was conducted among 11 employees of the

Institute and AAiT, which ensured that the questionnaires was appropriate and the statements/phrases were generally understandable.

Thus, the study employed the following data collection tools.

Review of Documents

Thorough reviews of literatures were made to develop an insight on international experiences regarding recruitment and selection practices and procedures.. Research findings, policy documents and guidelines were the focus of the documentary analysis.

Questionnaire

The questionnaires were designed focusing on the recruitment and selection practices and procedures to be responded by sampled respondents of employees of the Institute.

3.5. Validity and Reliability

To evaluate the reliability and appropriateness of the instrument, a pilot study was undertaken using the English version of the questionnaire. Eleven respondents participated in the pilot study. The respondents were Employees of EiABC, AAiT and academicians who do have an experience on the area. To this effect, the internal consistency of the modified scale items with Cronbach's Alphas (coefficients) were computed and found to be 0.774. Thus, the score supports the presence of good internal consistency among the items and promised the reliability and acceptability of the items for the study.

Finally, after the questionnaire was pre-tested, minor changes were made to improve the visual layout of the questionnaire and distributed to the respondents with the necessary explanations on how to complete the questionnaire.

3.6. Methods of Data Analysis and Interpretation

Following data collection, the results and participants demographical details were entered into an industry recognized computer assisted analyzing program (SPSS 20 Version) to analyze the

findings. Computer aided analysis programs save time and provide the accuracy and wide variety of analysis (Fisher, 2007). Saunders et al (2007) also support this argument and emphasize the advantages (time, inexpensiveness and accuracy) of computer aided analysis.

The Method of analysis was mainly descriptive analysis. The data obtained by the close-ended questionnaires were analyzed quantitatively using percentage, graphs and frequency. To do this, SPSS version 20 programs were employed to analyze the data. The results and participants demographic and close-ended questions were also entered into a computer (SPSS 20) to analyze the findings.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4. Data Analysis and Presentation

In this chapter the result of the statistical analysis are presented. The statistical analysis was done by using SPSS (Statistical Packages for Social Science) version 20. Then in the final chapter, some suggestions and recommendations are provided based on the results of the study. A total of 61 questionnaires (One from Human Resource Personnel of the Institute) were returned completed and met the screening requirements, representing a net response rate of 76.25% for further analysis.

4.1. Respondents Personal Information

In the questionnaires, Employees were asked for some personal background information as depicted in the following table.

Table 1. Demographic Characteristics of Respondents

Age	Frequency	Percent
18-25	5	8.2
26-35	41	67.2
36-45	13	21.3
>45	2	3.3
Total	61	100.0

Source: Own Survey, 2015

The above Table shows the personal background information concerning the age of respondents, most of the respondents were aged between 18 and 45 years. The dominant age group was between 26- 35 years which accounts 67.2% of the respondents. About 21.3% and 8.2% of the respondents were in the age range of 36-45 and 18-25 years, respectively. This shows that most of the respondents are in the productive age so that they can contribute a lot for the success of the Institution.

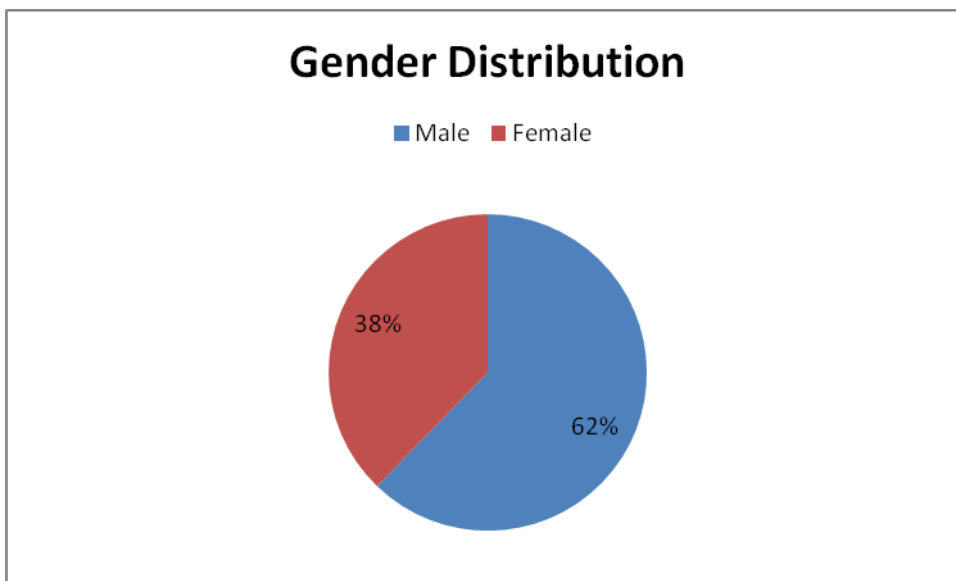
Table 2: Marital Status of Respondents

Marital status	Frequency	Percent
Single	24	39.3
Married	34	55.7
Divorced	3	4.9
Total	61	100.0

Source: Own Survey, 2015

The above table indicates the marital status of respondents and the majority of EiABC employees are married which accounted 34 (55.7%) of the total respondents followed by those who are single 24 (39.3%) respondents. Only about 5% of the total respondents were divorced.

Graph 1: Gender Distribution



Source: Own Survey, 2015

As indicated in the above table, among the sampled respondents majority of them were males (62.3%) of the total population. One can easily understand from this that more number of males participated in this particular study.

Table 4: Number of Years Spent at EiABC

Respondents were asked for how long they stayed at EiABC and the response is illustrated in the following table.

How long have you been working at EiABC, AAU?	Frequency	Percent
less than 1 year	15	24.6
1 – 5 years	25	41.0
6 – 10 years	18	29.5
11 – 15 years	3	4.9
Total	61	100.0

Source: Own Survey, 2015

As shown in the above table, majority of the respondents (41%) had worked with EiABC between 1-5 years, followed by those who worked between 6-10 years which accounts 29.5% of the total number of participants. 24.6% of the respondents worked with EiABC for less than 1 years and 5% worked with EiABC between 11-15 years.

From this, one can conclude that majority of the respondents had spent 1-10 years at EiABC. so that they can understand the human resource recruitment and selection practices of EiABC.

Table 5: Educational Qualification of Respondents

Which of the qualifications below do you possess?	Frequency	Percent
Diploma (TVET level)	10	16.4
1st Degree	25	41.0
2nd Degree and above	26	42.6
Total	61	100.0

Source: Own Survey, 2015

With respect to the academic qualification of the participants, 26 (42.6%) of them were 2nd degree and above. Whereas about 25 (41%) and 10(16.4%) of the respondents were first degree and diploma (TVET Level) holders, respectively. From this, one can easily understand that most employees of EiABC were well educated and can contribute a lot for the success of the Institute.

4.2. Recruitment and Selection Policy

According to Ongori (2010) as cited by Ofori and Ayeetey (2011), recruitment and selection practices are the key factors to the entry point of human resources to any organization which also tends to determine the success and sustainability of all organizations.

Given the important role that recruitment and selection play in the life of every organization, the study sought to investigate if EiABCs have well defined recruitment and selection policies in place and employees are aware of it or not. And as shown in the following table almost half of the total number of participants are not aware of recruitment and selection policy. Almost equal number of participants are also aware of it.

Table 6: Recruitment and Selection Policies

Are you aware of any formal policy for the recruitment and selection of employees?	Frequency	Percent
Yes	31	50.8
No	30	49.2
Total	61	100.0

Source: Own Survey, 2015

Those respondents who said yes to the question were also asked to state some of the policies if any, and majority of them replied the Federal Civil Service recruitment and selection policy/manual, others mentioned the policy that indicates equal opportunity for all citizen, while others also mentioned job analysis, issuing vacancy notice or make an advertisement, set criteria, select and recruit as the policy of the institute, educational qualification and experience and few of the respondents responded guidelines of public administrative agency directives.

From this analysis on can easily determine that it would be better for the survival of the Institute to aware all employees at the recruitment and selection position about the policies and procedures and in letting them not to create a job-employee fit problem within the institute.

4.3. Effectiveness of Recruitment and Selection Practices of the Institute

Given the relationship between effective recruitment and organizational performance, organizations need to adopt a more strategic approach to HR planning before moving on to the actual recruitment and selection process (Pilbeam and Corbridge, 2006; Bratton and Gold, 2007). HR planning involves defining job roles and the associated competencies, as well as developing an understanding of the labour market, both internal and external, in order to match the availability of potential labour to organizational needs.

The researcher raised this issue to know from the respondents how effective selection and recruitment practices of EiABC, and respondents were to select one among very effective, good, not effective, indifferent and bad answers.

Out of the total participants (61), only 4 (6.6%) of the participants were with the opinion that the recruitment and selection practices at EiABC were very effective.

Forty Seven (77%) of the total number of participants indicated the recruitment and selection practices at EiABC were good which means the methods to employ others for the institute is good.

Three (3) respondents which forms 4.9% of the total participants were of the opinion that the recruitment and selection practices of the Institute were not effective. They explained that these practices always open a room to favoritism especially in allowing only chairs to hire since there are cases in which applicants are employed upon relationships, referrals and acquaintances.

Seven (7) which is 11.5% of the total number of respondents indicated they are indifferent whether the recruitment and selection practices of EiABC were effective or not. No one said the recruitment and selection practices at EiABC were bad.

Table 7: Effectiveness of Recruitment and Selection Practices of the Institute

How effective are the recruitment and selection practices of EiABC?	Frequency	Percent
Very Effective	4	6.6
Good	47	77.0
Not Effective	3	4.9
Indifferent	7	11.5
Total	61	100.0

Source: Own Survey, 2015

4.4. Job Analysis

The recruitment and selection process begins with either the creation of a new position or an existing vacant position arising. In relation to a new position, the first task to be performed should be a job analysis, which will identify the key areas of responsibility and requirements of the post, including how the role may develop into the future, the reporting and working relationships of the post, the impact the new position will have on existing roles/posts and the status/contract duration/grading of the post.

The researcher wanted to know whether EiABC performs any job analysis before advertising the vacancies for employment and the responses are summarized in the following table.

Table 7: Job Analysis

Please indicate to what extent the Institute performs any job analysis (i.e. duties, responsibilities, skills etc required for a particular job) before advertising vacancies for employment?	Frequency	Percent
Strongly disagree	13	21.3
Disagree	7	11.5
No Opinion	36	59.0
Agree	3	4.9
Strongly Agree	2	3.3
Total	61	100.0

Source: Own Survey, 2015

The above table depicts opinions of respondents on HR job analysis. It demonstrates that 59% of the respondents are not certain whether there is job analysis before the advertisement of vacancies for recruitment, while about 34% indicate that there is no proper job analysis for recruitment. The result indicates that there is no proper job analysis to identify duties, responsibilities, skills, required for the job before advertisement of the vacancies for employment because employees should have known if there was any job analysis and planning taking place.

4.5. Recruitment Agencies

A key intermediary in the recruitment process is the recruitment agency, with its potential to influence organizational practices. Harvey Nash PLC, (2007) specialist recruitment agency, finds that most large employers do have Diversity Policies. They have worked with organizations to integrate these policies into the recruitment process. They also give advice to about diversity legislation. They see their role as mirroring the organization's objectives, although they will suggest the addition of a diversity focus where they feel it would help, for example by using creative wording and placement of advertisements, to maximize the number of suitable applications, (Christina, Judith, Yvonne and Cornelia, 2007)

There is the theoretical possibility that recruitment agencies send ‘safe-bet’ candidates to recruiting organisations. Laurie Boyall of McGregor-Boyall argued that a well established recruitment consultancy is trusted by clients to send suitably qualified candidates even if, at first glance, they appear to be a somewhat ‘quirky’ recommendation, (Christina, et al, 2007)

But the reality at EiABC is different from this. As the sampled respondents indicated all (100%) of them responded that EiABC do not have any agent (s) that helps the institute in selecting and recruiting employees.

4.6. Vacancy Announcement

The Institute needs to communicate job openings to the outside world through a medium. How far and wide the job announcement goes depends on the medium selected.

Table 8: Vacancy Announcement

Are job vacancies made open to the general public?	Frequency	Percent
Yes	57	93.4
No	4	6.6
Total	61	100.0

Source: Own Survey, 2015

As the above table shows almost 93% of respondents said job vacancies are open to the general public depending on the requirements , number of people required, and time in which the person for the position is required.

The researcher also asked the respondents if there is any probability in which the existing employees are considered when there are vacancies, and respondents agreed that existing employees are considered most of the time in case of vacancies.

4.7. Medium of Advertisement

Mathis et al (2010) argue that some prominent traditional and involving recruitment methods are the media sources such as newspapers, magazines, television, radio, billboards, labor unions, and other competitive recruitment agencies and job fairs. This study sought to investigate medium used by EiABC to channel vacancy information to job seekers.

Analysis has been made about respondents' views on medium of advertisement used by EiABC and the result shows that majority of the total participants replied the Institute made the vacancies open to the general public through the use of newspaper advert and notice board followed by those who responded that the institute employed TV and Radio advert. A considerable number of respondents said the institute also let the public know about the vacancies available through the institutes website. A few number of respondents replied that the institute also uses employee referrals, and professional associations. There are also respondents who mentioned that the institute recruitment and selection practices are there though not well structured including collecting the vacancy announcement request from units, then advertisement, preliminary screening, then written exam or interview.

4.8. Recruitment and Selection Process

Respondents were also asked to state how they were selected and recruited, and the responses are summarized as follows

About 16% of respondents indicate that the selection of candidates is based on competency and qualifications, while 54% of respondents expressed that the institute gives preference to qualification, experience and rules and regulation of government, CVs, exams and interview and selected through fair competition with others and finally got the opportunity to join the Institute as an employee. Almost 15% of respondents indicate that the selection of candidates is not based on competency and qualifications. There are also those who responded they were recruited upon the successful completion of MSc program. About 11% responded they were selected because they successfully passed the interview exam of the institute by competing with others.

From the above analysis one can clearly understand the recruitment and selection methods of EiABC. Almost 81% of respondents reflected that once the vacancy is made open to the general public and applicants submit their credentials the institute employs the applicants through methods like interview, exam, employee referrals, competency, qualifications, CVs, etc.

4.9. Impressions about the Recruitment and Selection Practices of EiABC

Respondents were asked to reflect their impressions about the recruitment and selection practices at EiABC and the result is summarized below

- Some of them said it is very good and open for all citizens/free of abuse and depends on qualification and experience
- Some says it has to be enhanced more by hiring more competent staff working on recruitment and selection
- Majority of the respondents indicated it is good
- A considerable number of respondents indicated the recruitment and selection practices at EiABC is more or less good.
- There are also respondents who said EiABC gives equal opportunity for internal and external applicants, so it is good

Table 4.9. Impact of recruitment and selection on employees performance

Has the recruitment and selection practices of EiABC affected your performance?	Frequency	Percent
Yes	9	14.8
No	52	85.2
Total	61	100.0

Source: Own Survey, 2015

Respondents were asked to indicate whether the recruitment and selection practices of the Institute affected their performance and majority of them responded it does not have any impact on the performance of the employees whereas about 15% responded it affects their performance.

4.10. Employment Opportunities

Table 4.10: Availability of Equal Employment Opportunities

Are there equal opportunities for all would-be (potential) employees to your organization?	Frequency	Percent
Yes	51	83.6
No	10	16.4
Total	61	100.0

Source: Own Survey, 2015

Armstrong (2009) argument for organizations to treat people equally in terms of opportunities for employment, learning and development could be upheld as a basic principle in a recruitment strategy. Respondents voiced different opinions about the impact of these policies on the recruitment and selection at EiABC.

When respondents were asked about whether there are equal opportunities for all potential employees and other policies including the value and diversity policy; the Equal Employment Opportunity Policy of EiABC, the following responses were given:

Majority (83.6) of the respondents stated there is equal opportunity for all potential employees to EiABC. That means there is very little discrimination in terms of religion, race, sex, ethnicity and so on in selecting and recruiting employees.

4.11. Suggested solutions to Improve Recruitment and Selection Practices at EiABC

The researcher just wanted to know if respondents can raise issues and suggest ways through which EiABC can solve recruitment and selection practices.

The responses of respondents are summarized as follows:-

- Recruitment and selection of quality manpower at human resource department is a problem today and this needs improvement
- Reference checks and verification of qualifications are not regularly performed during the short listing process and it compromises the quality of candidates. So relevant persons should be included in the checking and selection process.
- Most respondents also recommended issues that relate to maintaining impartiality, and using the internet to facilitate effective recruitment, setting goals and budget limits, outsourcing , use of walk-in applicants and proper application tracking.
- The involvement of professional associations, personal recommendations, use of employment agency and advertise in different ways like websites to reach more number of candidates
- EiABC must have a leverage ways in advertising/raising salary scales
- EiABC should have Clear rules and regulations, standards as a crystal and a check and balance mechanism in line with Civil Service Policy
- The recruitment and selection of teachers should not be left only to the chairs and other management bodies should also participate
- Selection should be through fair competition and equal opportunity
- Selection should be based on the profession and knowledge needed for the job.

Table 4.11. Employee Satisfaction

Are you satisfied with your job?	Frequency	Percent
Strongly Disagree	6	9.8
Disagree	33	54.1
No opinion	6	9.8
Agree	9	14.8
Strongly Agree	7	11.5
Total	61	100.0

Source: Own Survey, 2015

The employees of EiABC were asked whether they are satisfied with thier job in the Institute or not or they wanted to change; therefore as shown in the table above 33(54.1%) of the disagree

that they are not satisfied with their job, 6 (9.8%) of them strongly disagree and with no opinion each, only 14.8% and 11.5% of the respondents were satisfied and very satisfied with their current job in the Institute, respectively.

4.12. EiABC Workplace

The researcher asked the respondents how they see EiABC as a work place in recruitment and selection of employees and their responses are summarized as follows:-

Majority of the respondents indicated EiABC as a work place is good, convenient, even though there are many things that need be improved and Very few said EiABC is perfect as a work place. A considerable number of respondents replied EiABC as a bad workplace.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

The aim of this chapter is to provide the summary of the major findings and recommendations forwarded for the study. Based on the previous chapters this final chapter provides recommendations to improve the recruitment and selection practices which will help the institute for improving the recruitment and selection practices level in order to select and employ the best of candidates so that it can achieve its institutional goals. Some further studies were mentioned at the last part.

5.1. Summary

The purpose of this study was to assess the recruitment and selection practices in EiABC. To this end, descriptive method was employed. A total of 61 respondents were used as sources of data. Convenience sampling technique was used and data collection used for this study was questionnaires. The method of analysis was mainly descriptive analysis using frequency, graphs and percentage as statistical methods.

The analysis led to the following major findings.

- The study revealed that the sample of EiABC employees consisted of more males (62.3 percent) than females (37.7 percent). More than 67% of the respondents were aged between 26-35 years, followed by 21.3 percent of respondents between ages of 36-45 years. 55.7 and 39.3 percent of the respondents were married and single respondents, respectively.
- The study also revealed that about 42.6 percent of the respondents had second degree and above level education followed by those who had a university degree (41%).
- The study indicated that 41 percent of respondents have service experience of one to five years with the Institute followed by those who had experiences of six to ten years (29.5 percent), while the remainder 24.6 percent and 5 percent of respondents had experiences of less than one year and more than eleven years, respectively.

- The study revealed that almost half of the total number of respondents were not aware of formal recruitment and selection policy at EiABC. Majority of the respondents who indicated their awareness about the formal recruitment and selection policy indicated the Federal Civil Service recruitment and selection policy/manual as a recruitment and selection policy.
- With regard to effectiveness of recruitment and selection practices of EiABC, majority (77 percent) of the total number of participants indicated the recruitment and selection practices at EiABC were good which means the methods to employ others for the institute is good.
- The study also indicated that majority (59 percent) of the respondents are not certain whether there is job analysis before the advertisement of vacancies for recruitment, while about 34% indicate that there is no proper job analysis for recruitment. the Institute performs job analysis to identify duties, responsibilities, skills, duration, status of the job before advertisement of the vacancies for employment.
- It was also found that EiABC do not have any agent(s) that works with the institute in selecting and recruiting employees.
- The research study indicated that job vacancies at the institute are made open to the general public through different ways and in most of the vacancies existing employees are considered which is the response by majority (93 percent) of the respondents.
- Majority of the total participants replied the Institute made the vacancies open to the general public through the use of newspaper advert and notice board followed by those who responded that the institute employed TV and Radio advert.
- The study also indicated that the institute gives preference to qualification, experience and rules and regulation of government, CVs, exams and interview and selected through fair competition with others and finally got the opportunity to join the Institute as an employee.
- It was indicated in the study that there is equal opportunity for all potential employees to EiABC. That mean there is no discrimination in terms of religion, race, sex, ethnicity and so on in selecting and recruiting employees.
- The study also indicated that majority of the respondents were not satisfied with their current job in the institute.

5.2. Conclusions

Based on the major findings, the following conclusions were made:

- The study indicated there is Lack of awareness at chair holder and departmental level about the recruitment and selection procedures. This would negatively affect the hiring process of potential candidates for the position.
- The study shows the gap in making job analysis before going for advertisement of vacancies for recruitment. This would also contribute for the recruitment of employees who do not fit the job.
- The recruitment and selection procedures that EiABC is currently implementing shows a gap in its procedures, employees satisfaction and effectiveness that requires the Institute to improve the awareness of employees about the recruitment and selection policy.

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

5.3. Recommendation

- Job analysis and human resource planning should lay a solid foundation for recruitment and selection processes to take place. It is therefore very important for the Institute to make expertise available to undertake this process.
- It is important for EiABC to establish a team of experts that will monitor the recruitment and selection process. In addition the institute need to strengthen the monitoring and evaluation capacity of the institution.
- The results of the present study revealed that recruitment and selection related practices need to be further improved in EiABC. For instance, concerning recruitment process, it can be stated that the use of internet as a recruitment tool should become widespread among Institutions since it is a cost effective and fast way to reach potential candidates

(Gale, 2004). A comprehensive website to receive and process job applications as well as application tracking system should be developed.

- In terms of selection processes, the present study showed that the application of valid selection tools such as assessment centers, work samples, personality or cognitive ability tests are not widespread in the institute. However, those selection tools can be expected to be used more frequently in the future since using only tools and techniques, such as interviews and references, that are likely to be more subjective and biased would not be effective in maximizing person-job or person-environment fit.
- The Institute is encouraged to use different recruitment methods when sourcing for candidates. Recruiting through different sources would ensure that vacancy announcements reaches a wider audience and may turn up a greater number of potential candidates from which the Institute can choose.
- The Institute is recommended to increase the awareness of employees at chair holder/department head level and Human Resource heads about the recruitment and selection policy and procedures through on-job and off-job training since the Institutes survival and existence depends on the human resources capacity.

5.4. Further Research

The limitations indicate the following suggestions for the future research in the area of the recruitment and selection practices in the academic sector. The top management bodies of the Institute and Chair Holders should be included, because of their involvement in recruitment and selection. In addition, the future research should be broadened by including other campuses and Institutes of the University and other national Universities which are located in different regions of the country and to be globally competent, international samples should also be used.

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Appendices

**Addis Ababa University, School of Commerce, Graduate Program
Questionnaire for Staff /Employees**

This questionnaire is designed to gain understanding of recruitment and selection practices at EiABC. Kindly complete this questionnaire as objectively as possible. The information given out is solely for academic purpose and would be treated as confidential.

Thank you.

Write or tick (✓) the appropriate response to each of the question

Section A: Personal Data

1. Age _____
2. Marital status Single [] Married [] Divorced [] Widowed [] Others []
3. Sex Male [] Female []
4. How long have you been working at EiABC, AAU?

- a. less than 1 year [] b. 1 – 5 years [] c. 6 – 10 years []
- d. 11 – 15 years [] e. 15 years and above []

5. Which of the qualifications below do you possess?

- a. No formal Education [] b. Below Secondary Education []
- c. Diploma (TVET level) [] d. . 1st Degree []
- e. 2nd Degree and above [] e. Others

Section B: Recruitment and Selection

6. Are you aware of any formal policy for the recruitment and selection of employees? Yes [] No []

7. If yes to question 6, please state some of these policies?

.....

8. Please indicate to what extent the Institute performs any job analysis (i.e. duties, responsibilities, skills etc required for a particular job) before advertising vacancies for employment?

- [] Strongly agree [] Agree [] No opinion [] Disagree [] Strongly Disagree

9. Does the Institute have any agent(s) that recruits and selects employees? Yes [] No []

10. If yes, please name the agency.....

11. Are job vacancies made open to the general public? Yes [] No []

12. If yes to above question, which of these methods of recruitment and selection practices are applicable to the Institute? You may select more than one.

- a. Radio advert [] b. TV advert [] c. Newspaper advert [] d. Professional association(s) [] e. Employment agencies [] f. Employee referrals []
- g. Other(s) specify.....

13. How were you recruited and selected?.....

14. What is your impression about the recruitment and selection practices at EiABC?
.....
.....

15. Has the recruitment and selection practices of EiABC affected your performance? a. Yes []
b. No []

16. Explain answer

17. Are there equal opportunities for all would-be (potential) employees to your organization? a.
Yes [] b. No []

18. If no to question 18, why? Give reasons

19. How can recruitment and selection practices at EiABC be improved?
.....

20. Are you satisfied with your job?
[] Strongly agree [] Agree [] No opinion [] Disagree [] Strongly Disagree

21) How do you see EiABC as a workplace in terms of its recruitment and selection of
employees?_____

The End, Thank You!!!