

## Assessment of Recruitment and Selection Practices in Ambo Town

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### ABSTRACT

Recruiting & selecting the right employee is critical component of creating the workforce in public sectors to achieve its organizational objectives. This study attempted at assessing the recruitment and selection practices in Public Sectors in Oromia Regional state, west Shao Zone: The case of Ambo town. Descriptive research design was employed using quantitative and qualitative data from both primary and secondary sources. Primary data were collected through in-depth interview and questionnaire from 51 employees of public servants and officials of the town. Secondary data were obtained through analysis of relevant documents and then, both were analyzed by using SPSS version 20.0 software and qualitative technique. Accordingly, the findings reveal that respondents were not aware of formal recruitment and selection policy at town, the recruitment and selection process was not monitored to ensure fairness and transparency, there were a lot of internal and external challenges like limited choice, inefficiency, unavailability of labor and expensiveness of advertisement in the implementation of recruitment and selection, duties and responsibilities of the job holders were not properly stated on the vacancy advertisement and which makes difficult to know the responsible body. Unless the concerned body takes a serious measure to improve the recruitment and selection practices at town, the image of the office will also be affected from the viewpoint of employees and potential candidates. From these viewpoints it is important for the town to establish a team of experts that will monitor the recruitment and selection process. The town should clearly define the recruitments and selection specifications of candidates in the recruitment and selection process. It is also recommended to increase the awareness of employees at department head level and Human Resource heads about the recruitment and selection policy and procedures through on-job and off-job training since the survival and existence depends on the human resources capacity. In addition, the town needs to strengthen the monitoring and evaluation capacity of the institution. Lastly, the town 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.

**Keywords:** Recruitment, selection, employees, public sector.

### INTRODUCTION

#### Background of the Study

Better recruitment and selection strategies result in improved organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. In addition, the effectiveness of an organization's selection system can influence bottom-line business outcomes, such as productivity and financial performance. Hence, investing in the development of a comprehensive and valid selection system is money well spent. Ethiopia is a country with thousands of years of government structure. Never the less, the introduction of modern civil service structure

dates only to 1907 during the reign of Emperor Menelik (1889-1913). The focus was just to introduce ministries in the government structure. For almost fifty-five years, there was no uniform legal system that governed the newly established civil service institutions (Atikilt, 1996). 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). As a member state of the Federal Democratic Republic of Ethiopia, Oromia National Regional

State civil service institutions have been implementing the reforms including the recruitment and selection component of HRM reform since 1996 (OCSGGB, 2012).

### Statements of the Problems

Recruiting & selecting the right employee is critical component of creating the workforce in public sectors to achieve its organizational objectives. Exceptionally public sectors are committed to maintaining a balance between external recruitment and offering development opportunities for staff. It has allowed them to run risky, complex and complicated activities more efficiently and effectively without any doubt.

However, as the report of the Oromia Regional State Civil Service and Good Governance Bureau revealed, the implementation of the HRM reform including the issues of recruitment and selection underwent different challenges in the attempt to achieve the objectives set. The implementation problems were attributed to need of attitude change and lack of capacity of the reform implementers (OCSGGB, 2012).

Effective recruitment and selection is critical in meeting the capacity challenge of the state which is to deliver quality services to the people. Inappropriate decisions regarding recruitment and selection reflect on the credibility of the Public Service as an employer committed to objective and transparent recruitment and selection practices. Therefore, this research focused on assessing the practice of recruitment and selection in public organization as the case Ambo town.

### Objective of the Study

The general objective of this study was to assess the practice of recruitment and selection in public organization in Ambo town.

In addition to above general objective specifically the objectives of this study were:

- To assess the practices of the current recruitment and selection procedures of Ambo town.
- To identify short comings in the current recruitment and selection practices of Ambo town.
- To examine the challenges of the recruitment and selection practices of Ambo town.

### Research Questions

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

- What did the current recruitment and selection procedures of Ambo town look like?
- What were the short comings while implementing the recruitment and selection program?
- What were internal and/or external challenges in implementation of recruitment and selection practice of the Ambo town?

## REVIEW RELATED LITERATURE

### The Concept of Recruitment and Selection

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 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.

### Over View of Recruitment

The recruitment and selection process are concerned with identifying, attracting and choosing suitable people to meet an organizations human resource requirement. Beaumont (1993) identifies three key issues that have increased the potential importance of the selection decision to organizations. First, demographic trends and changes in the labor market have led to a more diverse work force which has placed increasing pressure on the notion of fairness in selection.

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

### *Sources of Recruitment*

Full-cycle recruiting begins with sourcing candidates, which means looking for prospective applicants whose qualifications might be suitable for the job openings you have. Sourcing has evolved in the past several years with the proliferation of job and career sites. Every organization has the option of choosing the candidates for its recruitment processes from two kinds of sources: internal and external sources. The sources within the organization itself (like transfer of employees from one department to other, promotions) to fill a position are known as the internal sources of recruitment. Recruiting candidates from all the other sources (such as outsourcing agencies etc.) are known as the external sources of recruitment.

### *Overview of Selection*

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

### *Factors that Influence the Selection Decision*

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

## **METHODOLOGY**

### *Research Design*

In order to study the recruitment and selection practice of employees in public sector, the study was employed the descriptive type of research. This approach was selected because the purpose of this study was to describe the recruitment and selection practices of Ambo town at present.

### *Sampling Techniques*

This research was focus on the representation base to employ both probability and non-probability techniques.

#### *Probability Sampling*

As described above in the town, there are 27 civil service government offices with the total population frame of 110 concerned civil servants; 79 males and 31 females (BWSCO, 2014). From this the employees of public service and human resource development bureau, revenue authority bureaus and the leaders of the sectors of the town were taken as a population frame for this study, because these offices had a direct responsibility to conduct recruitment and selection of the town.

The total number of employees in public service and human resource development bureau, revenue authority bureau and leaders of the sectors were 110 concerned civil servants; 79 males and 31 females. To do this the researcher was employed proportionate probability. Also, simple random sampling method was employed to take participants from each office that was determined through proportion since it provides an equal chance of being included in the study.

#### *Non-Probability Sampling*

Significantly, the purposive sampling technique, which was a non-probability sampling technique, was used to select respondents who deal directly with recruitment and selection which were the public service, human resources development bureau and revenue authority bureaus.

#### *Sample Size Determination*

To determine the sample size of the study, the researcher was employed (Kothari, 2004) formula. According to Kothari (2004) during the determination of the sample size, level of precision or acceptable error, standard deviation of the population, confidence or risk level and standard variant at given confidence level should be considered. The total population of the study  $N= 110$ , the level of precision  $e= 2\%$  or  $0.02$ , the standard error at 98% confidence level  $z= 2.005$  and the standard deviation of population  $pq$ ,  $p= 0.02$  and  $q= 1 - p$ ,  $1 - 0.02= 0.98$ . Based on these the sample of the population was determined as 51 employees

#### *Data Sources*

The sources of data for this study were both primary and secondary data sources. The primary data sources were collected by using questionnaires are personal interviews which are

the main method for data collection. The questionnaires contained close ended questions with 5 Likert scale (from strongly disagree to strongly agree) and distributed to the respondents.

The questionnaires were selected because it consumes less time, minimum cost, and simple to administer. The secondary data source was collected from publications, annual and semi-annual reports.

**Methods of Data Analysis**

The data which was quantitative in nature was analyzed by using descriptive statistics such as mean, standard deviation, frequency and was displayed in the table and figure using the SPSS

**Table4.1.** Background Information of Respondents

No	Socio-demographic characteristics		Frequency	Percent
1	Gender	Male	35	68.6
		Female	16	31.4
		Total	51	100
2	Age	below 20	1	2.0
		20-29	8	15.7
		30-39	26	51.0
		40-49	11	21.6
		50-60	4	7.8
		Above 60	1	2.0
		Total	51	100.0
3	Educational	Ph.D.	0	0
		MA/BSc	7	13.7
		BA/BSC	33	64.7
		Diploma/Level	8	15.7
		High School Complete	0	0
		Others	3	5.9
	Total	51	100	
4	Experiences	Below 1-Year	0	0
		1 – 5 Years	14	27.5
		6 – 10 Years	26	51.0
		11 – 15 Years	8	15.7
		Above15 Years	3	5.9
	Total	51	100	

Source: own survey (2018)

Based on the data collected 68.6% of the respondents are males while the rest 31.4% of them are females. This shows the number of male employees dominates the number of female employees in the town. As to the age distribution of the respondents, out of the total respondents 2.0% of the respondents are blow the age of 20, 15.7% of the respondents are between the age group of 20-29, 51.0 % of respondents are found between the age 30-39, 21.6% of the respondents found between the age of 40-49, whereas 7.8% of them are found in the age group of 50-60, and 2.0% of respondents are older than 60. This indicates that most employees

computer software. Qualitative data was analyzed by using qualitative techniques i.e., description as well as narration and integrated to quantitative data. After the data was analyzed and finally it was discussed and the recommendation was drawn depending on findings.

**DATA ANALYSIS, DISCUSSION AND INTERPRETATION**

**Respondents Personal Information**

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

found in the town are young employees and can be more productive if they are properly managed. However, the town should also provide due consideration to the senior employees since they might have more experience and knowledge. Also, as shown in the above table, 15.7% of the respondents are collage diploma holders. Moreover, 64.7% of the respondents have BA/B.Sc. Degree holders where as 13.7% of them are MA/MSc Degree holders. Additionally, the rest 5.9% of the respondents are others profession holders. This illustrates that the majority of the respondents have educational background.

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As a result, the offices should have employees with good educational background and the recruitment and selection system of town allows employees to develop their careers. This can be an asset to the town as they have the required knowledge and skills to attain institutional goals and mission. Finally, as presented in the above table, none of the respondents below 1-year work experience in an office are responded questionnaires. Moreover, 27.5% of them have

been serving the office for 1-5 years and 51.0% of the respondents have been working for 6-10 years. Furthermore, 15.7% of them have been working in the office for 11-15 years, and 5.9% of them have been working in the office for more than 15 years. From the information provided, it could be safe to conclude that majority of the employees are well experienced to provide basic information to respond the questionnaire properly.

### Recruitment and Selection Method Used by the Office.

#### Human Resource Practice and Procedures.

**Table4.2.** The Internal Policy and Awareness of Employees

Question	Valid	Frequency	Percent
Your office seriously follows the policies and procedures on recruitment and selection of employees.	Strongly disagree	4	7.8
	Disagree	17	33.3
	Uncertain	4	7.8
	Agree	25	49.0
	Strongly Agree	1	2
	Total	51	100
I am aware of the formal policies and procedures of recruitment and selection.	Strongly disagree	0	0
	Disagree	25	49.0
	Uncertain	8	15.7
	Agree	16	31.4
	Strongly Agree	2	3.9
	Total	51	100

**Source:** own survey (2018)

As shown in the above table, the internal policy and awareness of employees and how well they are applied was assessed. For the question your office seriously follows the policies and procedures on recruitment and selection of employees, out of the total 51 respondents; 7.8% of the respondents strongly disagreed and 33.3% of the respondents disagreed to the premises whether their office seriously follows the

policies and procedures on recruitment and selection of employees or not. 7.8% of the respondents were neutral while the rest 49.0 % of the respondents agreed and 2.0% of the respondents strongly agreed. This indicates that the office more or less follows internal policy and procedures on recruitment and selection process.

**Table4.3.** The Orientation, HR planning and Transparency for Recruitment and Selection Employees

Question	Valid	Frequency	Percent
I receive orientation on recruitments and selection of the employees.	Strongly disagree	3	5.9
	Disagree	11	21.6
	Uncertain	15	29.4
	Agree	18	35.3
	Strongly Agree	4	7.8
	Total	51	100
The recruitment and selection process are monitored to ensure fairness and transparency.	Strongly disagree	8	15.7
	Disagree	18	35.3
	Uncertain	9	17.6
	Agree	14	27.5
	Strongly Agree	2	3.9
	Total	51	100
There is proper planning for the recruitment and selection process of HR.	Strongly disagree	4	7.8
	Disagree	5	9.8
	Uncertain	12	23.5
	Agree	25	49
	Strongly Agree	5	9.8
	Total	51	100

**Source:** own survey (2018)

In relation to employee’s awareness of the formal policies and procedures of recruitment and selection, none of the respondents strongly disagreed and 49.0% of the respondents disagreed to the awareness of the formal policies and procedures of the recruitment and selection; 15.7% of the respondents were neutral while the rest 31.4% of the respondents agreed and 3.9% of the respondents strongly agreed. This indicates that most of the employees were not aware of the formal policies and procedures of recruitment and selection. Obviously, different networks of influence had strong impact on the recruitment and selection other factors informal recruitment and selection has a negative effect on performance of the organization. Concerning to the orientation on recruitments and selection of the employees, out of the total 51 respondents; 5.9% of them strongly disagreed and 21.6% of the respondents disagreed to the premises; 29.4% of the respondents were neutral while the rest of 35.3% agreed and 7.8% of the respondents strongly agreed. This indicates that majority of employees agreed that they have

received orientation on recruitments and selection of the employees even though it was not satisfactory. For the question the recruitment and selection process is monitored to ensure fairness and transparency, out of the total 51 respondents; 15.7% of them strongly disagreed and 35.3% of the respondents disagreed to the premises; 17.6% of the respondents were neutral while the rest of 27.5% agreed and 3.9% of the respondents strongly agreed. This indicates that majority of employees disagreed that the recruitment and selection process was not monitored to ensure fairness and transparency. In relation to proper planning for the recruitment and selection process of HR, 7.8% of the respondents were strongly disagreed on the issue regarding the proper planning for the recruitment and selection process. 9.8% of the respondents disagreed and 23.5% of the respondents were neutral to the issue. The rest 49% of respondents strongly agreed and 9.8% of respondents strongly agreed. This indicates that there was proper planning for the recruitment and selection process.

**Table 4.4.** Notification of Vacancies Relevancies of the Selection Criteria

Question	Valid	Frequency	Percent
I agree with the way of notification for internal vacancies	Strongly disagree	11	21.6
	Disagree	12	23.5
	Uncertain	18	35.3
	Agree	8	15.7
	Strongly Agree	2	3.9
	Total	51	100
I agree with the relevance of the selection criterion used by the office to select competent employees	Strongly disagree	2	3.9
	Disagree	9	17.6
	Uncertain	14	27.5
	Agree	25	49.00
	Strongly Agree	1	2.0
	Total	51	100

Source: own survey (2018)

The above table 4.4.; shows that if the employees agreed on the notification for internal vacancy, the selection criteria and process. As indicated in the above table concerning the way of notification for internal vacancies out of the total 51 respondents 21.6% of them strongly disagreed to the premises. 23.5% of the respondents disagreed and 35.3% were neutral about it. The rest 15.7% of the respondents agreed and 3.9% strongly agreed. This shows the majority of the respondents didn’t agree with the way of notification for internal vacancy. Pertaining to the relevance of the selection criterion used by the office to select competent employees, out of the total 51 respondents 3.9% of the respondents strongly disagreed and 17.6% of the respondents disagreed to the issue

regarding the relevance of the selection criterion used by the office to select competent employees; 27.5% of the respondents were neutral while 49% of the respondents agreed and 2% of the respondents strongly agreed. This implies that most of the respondents agreed with the relevance of the selection criterion used by the office to select competent employees. Table 4.5; shows that merit principle, Internal and external focus of recruitment and selection. As we can see merit principle of recruitment and selection of employees in the town, 19.6% of the respondents strongly disagreed and 29.4% of the respondents disagreed to the premise. Additionally, 25.5% of the respondents were neutral. The rest 23.5% of the respondents were agreed and 2.0% of the respondents were

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strongly agreed. This shows that the recruitment and selection process of the office didn't based on merit principles, rather it depended on other

unnecessary factors like relationship, personal interest, ethnicity, and place of origin, Corruption and the others.

**Table4.5.** Merit Principle, Internal and External Focus of Recruitment and Selection

Question	Valid	Frequency	Percent
The recruitment and selection process of an office is done on the merit-based principle.	Strongly disagree	10	19.6
	Disagree	15	29.4
	Uncertain	13	25.5
	Agree	12	23.5
	Strongly Agree	1	2.0
	Total	51	100
The recruitment and selection process of the office focuses more internally.	Strongly disagree	2	3.9
	Disagree	13	25.5
	Uncertain	8	15.7
	Agree	21	41.2
	Strongly Agree	7	13.7
	Total	51	100
The recruitment and selection process of the office focuses more externally.	Strongly disagree	3	5.9
	Disagree	18	35.3
	Uncertain	13	25.5
	Agree	14	27.5
	Strongly Agree	3	5.9
	Total	51	100

**Source:** own survey (2018)

For the question recruitment process of an office focuses more internally, 3.9% respondents strongly disagreed with this premise; 25.5% the respondents disagreed and 15.7% of the respondents were neutral. 41.2% of the respondents agreed to the fact that the recruitment process of the office focuses more internally and 13.7% of the respondents strongly agreed to this from the total 51 respondents. This implies that most employees agreed the recruitment process of the office focuses more internally. As we can see from table with reference to the recruitment

and selection process of the office focuses more externally question, 5.9% respondent strongly disagreed to the third premise (The recruitment process of the office focuses more externally); 35.3% of the respondents disagreed; 25.5% of the respondents were neutral. 27.5% of the respondents agreed and 5.9% of the respondents strongly agreed to this premise. This indicates that majority of respondents disagreed to the premise; that is the recruitment process of an office focuses more externally.

**Table4.6.** Fairness and Transparency of Recruitment and Selection Process

Question	Valid	Frequency	Percent
Recruitment and selection process is influenced by discrimination based on age, sex, marital status, ethnic origin, religious preference, sexual preference or disabilities.	Strongly disagree	3	5.9
	Disagree	5	9.8
	Uncertain	9	17.6
	Agree	24	47.1
	Strongly Agree	10	19.6
	Total	51	100
The Recruitment and selection process starts from the objective of the office.	Strongly disagree	12	19.6
	Disagree	6	11.8
	Uncertain	10	19.6
	Agree	20	39.2
	Strongly Agree	5	9.8
	Total	51	100
The recruitment and selection process of the office adversely affect the objective the office.	Strongly disagree	10	19.6
	Disagree	8	15.7
	Uncertain	9	17.6
	Agree	21	41.2
	Strongly Agree	3	5.9
	Total	51	100

**Source:** own survey (2018)

Table 4.6; shows that Recruitment and selection process is influenced by discrimination based on age, sex, marital status, ethnic origin, religious preference, sexual preference or disabilities, 5.9% of the respondents strongly disagreed and 9.8% of the respondents disagreed to the premise and 17.6% of the respondents were neutral.

The rest 47.1% of the respondents were agreed and 19.6% of the respondents were strongly agreed. This shows that the recruitment and selection process of an office is strongly influenced by discrimination based on age, sex, marital status, ethnic origin, religious preference, sexual preference or disabilities. In consideration done to identify as recruitment and selection process starts from the objective of the office, 19.6% respondents strongly disagreed with this premise; 11.8% the respondents disagreed and 19.6% of the respondents were neutral.

The rest 39.2% of the respondents agreed to the fact that the recruitment and selection process starts from the objective of the office and 9.8% of the respondents strongly agreed to this from the total 51 respondents. This implies most employees agreed that the recruitment and selection process start from the objective of the office. As of the recruitment and selection process of the office may adversely affect the objective the office, 19.6% of respondents

strongly disagreed to the third premise (the recruitment and selection process of the office adversely affect the objective the office); 15.7% of the respondents disagreed; 17.6% of the respondents were neutral. 41.2% of the respondents agreed and 5.9% of the respondents strongly agreed to this premise. This indicates that majority of respondents agreed to the premise that the recruitment and selection process of the office adversely affect the objective the office. From the interview parts there was a variety of opinions concerning the recruitment and selection process are vague and unclear. Majority of leaders agreed that the recruitment and selection process were very vague and unclear. It didn't consider potential candidates, had a great problem in implementation. Even though there are somewhat clear formal policy of recruitment and selection, it was made vague, unclear, and complex by the committee purposefully in order to achieve their own personal goal. Additionally, there were no formal criteria for the position of administration (office managers); only given by political evaluation and other unnecessary criterion rather than knowledge, capacity, and skill. Totally, the selection and recruitment practices of were in paper than in practice. Very few leaders agreed that the recruitment and selection process was clear but still had implementation problem.

**The Recruitment and Selection**

**Table 4.7.** *The Recruitment Policy Transparency, Opportunity and End Result*

Question	Valid	Frequency	Percent
The newly implemented placement was fair and transparent in your office.	Strongly disagree	8	15.7
	Disagree	9	17.6
	Uncertain	11	21.6
	Agree	20	39.2
	Strongly Agree	3	5.9
	Total	51	100
There is an equal opportunity for potential employees during recruitment and selection.	Strongly disagree	12	23.5
	Disagree	18	35.3
	Uncertain	10	19.6
	Agree	9	17.6
	Strongly Agree	2	3.9
	Total	51	100
The recruitment and selection practice lead to recruit and select competent staff.	Strongly disagree	3	5.9
	Disagree	23	45.1
	Uncertain	11	21.6
	Agree	12	23.5
	Strongly Agree	1	2.0
	Total	51	100

Source: own survey (2018)

In the table 4.7; the recruitment policy transparency, opportunity and end result were

assessed. Out of the total 51 respondents, 15.7% respondents strongly disagreed and 17.6% of the

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respondents disagreed to the newly implemented placement were fair and transparent in your office. 21.6% of the respondents were neutral. The rest 39.2 % and 5.9% of the respondents agreed and strongly agreed respectively. This indicates that the newly implemented placement was fair and transparent in their office. In the question of is there an equal opportunity for potential employees during recruitment and selection, 23.5 % of the respondents strongly disagreed and 35.3% of the respondents disagree to the premise; 19.6 % of the respondents were neutral while the rest 17.6 % of the respondents agreed and 3.9% of the respondents strongly agreed. This indicates that the office didn't

implement an equal opportunity for all potential candidates in recruitment and selection process. In the other case for the emphasis given to identify whether the recruitment and selection practice lead to recruit and select competent staff, out of total 51 respondents asked 5.9 % of the respondents strongly disagreed to the idea that the recruitment and selection lead to recruit and select potential candidates; 45.1% of the respondents disagreed to it and 21.6 % of the respondents were neutral while the rest 23.5 % of the respondents agreed and 2.0% of the respondents strongly agreed. This indicates that the recruitment and selection of an office didn't lead to recruit and select potential candidates.

**Table 4.8.** Test, Interview and HR manual Implementation

Question	Valid	Frequency	Percent
You were provided with written test during your employment	Strongly disagree	5	9.8
	Disagree	10	16.6
	Uncertain	14	27.5
	Agree	20	39.2
	Strongly Agree	1	2.0
	Total	51	100
You have been interviewed during your recruitment and selection process.	Strongly disagree	6	11.8
	Disagree	11	21.6
	Uncertain	10	19.6
	Agree	21	41.2
	Strongly Agree	3	5.9
	Total	51	100
The recruitment and selection process are implemented as per the public service and human resource development manual.	Strongly disagree	10	19.6
	Disagree	16	31.4
	Uncertain	10	19.6
	Agree	12	23.5
	Strongly Agree	3	5.9
	Total	51	100

**Source:** own survey (2018)

In the above table in relation question provided to assesses whether the test were provided for employees during their employments; 9.8 % of the respondents were strongly disagreed and 16.6% of the respondents were agreed to premise that the employees had been provided with test during their employment; 27.5% of the respondents were neutral while the rest 39.2% of the respondents were agreed and 2.0% of the respondents were strongly agreed. This indicates that majority of the respondents were provided with test during their employment. As described in the above table concerning about whether interviewed were conducted during your recruitment and selection process, 11.8% of the respondents were strongly disagreed to the fact that they had been interviewed during the selection process; 21.6% of the respondents

were disagreed and 19.6% of the respondents were neutral; while the rest 41.2% of the respondents were agreed and 5.9% of the respondents were strongly agreed. This indicates that majority of the respondents were interviewed during the selection process. Concerning the implementation of recruitment and selection as per the public service and human resource development manual, the responses of respondents implies that Out of the total 51 respondents; 19.6% respondents strongly disagreed and 31.4% of the respondents disagreed to the statement the recruitment policy is implemented effectively. 19.6% of the respondents were neutral. The rest 23.5% and 5.9% of the respondents agreed and strongly agreed. This indicates that the recruitment policy didn't implemented effectively.

**Table4.9.** Challenges during Recruitment and Selection Process

Question	Valid	Frequency	Percent
There are internal challenges in the implementation of the recruitment and selection procedures like limited choice, inefficiency, and bone of contention.	Strongly disagree	7	13.7
	Disagree	8	15.7
	Uncertain	11	21.6
	Agree	22	43.1
	Strongly Agree	3	5.9
	Total	51	100
There are external challenges in the recruitment and selection procedure like expensiveness of advertisement, unavailability of labor or qualified manpower.	Strongly disagree	6	11.8
	Disagree	12	23.5
	Uncertain	12	23.5
	Agree	15	29.4
	Strongly Agree	6	11.8
	Total	51	100

**Source:** own survey (2018)

Concerning to question related to internal challenges in the implementation of the recruitment and selection procedures, out of total 51 respondents 13.7 % of the respondents were strongly disagreed and 15.7% of the respondents were disagreed to the premise that there were internal challenges in the implementation of recruitment and selection process; 21.6% of the respondents were neutral while the rest 43.1 % of the respondents were agreed and 5.9% of the respondents were strongly agreed. This indicates that there were internal challenges in the implementation of the recruitment and selection procedures as

described in the premises. Regarding to the external challenges in the recruitment and selection procedure, 11.8 % of the respondents were strongly disagreed and 23.5% of the respondents were disagreed premise there are external challenges in the implementation of recruitment and selection procedures; 23.5% of the respondents were neutral while the rest 29.4 % of the respondents were agreed and 11.8% of the respondents were strongly agreed.

This indicates that there were external challenges in the implementation of the recruitment and selection procedures.

**The Recruitment Practice**

**Table4.10.** Recruitment Vacancy Specification, Time and Treatment.

Question	Valid	Frequency	Percent
The office clearly defines the recruitments and candidates' specifications in recruitment process.	Strongly disagree	3	5.9
	Disagree	15	29.4
	Uncertain	10	19.6
	Agree	21	41.2
	Strongly Agree	2	3.9
	Total	51	100
Time taken for the recruitment is quick and applications are informed on time.	Strongly disagree	1	2.0
	Disagree	10	19.6
	Uncertain	13	25.5
	Agree	22	43.5
	Strongly Agree	5	9.8
	Total	51	100
You were fairly treated by the recruitment panel.	Strongly disagree	2	3.9
	Disagree	10	19.6
	Uncertain	15	29.4
	Agree	20	39.2
	Strongly Agree	4	7.8
	Total	51	100

**Source:** own survey (2018)

Additionally, as the data gathered by interview shows, there were internal challenges during recruitment and selection process like lack of knowledge among the committee members,

budget deficit to implement the process effectively, sometimes unnecessary interference from top managers, paying great attention for personal interest than office, corruption, failures

of the committee members to update themselves with the updated human resource manual, and the likes; and there are also some external challenges like excessive qualified man power in the market, an appropriateness of their cumulative GPA with their knowledge, failure to get appropriate /suitable/ candidate from the market and the likes.

In consideration to clearly definition of the recruitments and candidate’s specifications in recruitment process, out of total 51 respondents 5.9 % of the respondents were strongly disagreed and 29.4% of the respondents were agreed to the premise that the office clearly defines the recruitments and candidate’s specifications in recruitment process; 19.6% of the respondents were neutral while the rest 41.2% of the respondents were agreed and 3.9% of the respondents were strongly agreed. This indicates that the office clearly defines the recruitments and candidate’s specifications in recruitment process.

As described in the above table concerning time taken for the recruitment, 2.0 % of the respondents were strongly disagreed to the fact that time taken for the recruitment is quick and applications are informed on time in the recruitment process; 19.6 % of the respondents were disagreed and 25.5 % of the respondents were neutral; while the rest 43.1 % of the respondents were agreed and 9.8 % of the respondents were strongly agreed. This indicates that time taken for the recruitment is quick and applications are informed on time. In the question related to the candidate’s treatment by the recruitment panel. Out of the total 51 respondents; 3.9% respondents strongly disagreed and 19.6% of the respondents disagreed to the candidates’ treatment by the recruitment panel. 29.4% of the respondents were neutral and the rest 39.2% and 7.8 % of the respondents agreed and strongly agreed respectively. This indicates that the recruitment panel has been treated their candidates fairly.

**Table4.11.** *The Recruitment Methods to the Internal and External Candidates*

Question	Valid	Frequency	Percent
External recruitment method used by the office to attract candidates is good.	Strongly disagree	2	3.9
	Disagree	7	13.7
	Uncertain	19	37.3
	Agree	17	33.3
	Strongly Agree	6	11.8
	Total	51	100
Internal recruitment method used by the office to attract candidates is good.	Strongly disagree	3	5.9
	Disagree	7	13.7
	Uncertain	15	29.4
	Agree	22	43.1
	Strongly Agree	4	7.8
	Total	51	100

**Source:** *own survey (2018)*

As shows table 4.11 that the recruitment method to attract candidates externally is good. As we can see from the table, there are 3.9 % respondents strongly disagreed with this premise and 13.7% the respondents disagreed. 37.3% of the respondents were neutral; 33.3% of the respondents agreed to the statement that the recruitment method to attract candidates externally is good and 11.8% of the respondents strongly agreed to this. This implies that most employees agree with the recruitment method to attract candidates externally is good.

In relation to the recruitment method used by the office to attract candidates internally is good, as we can see from the above table, 5.9% respondents strongly disagreed to the premise (The method that the office uses to recruit internally is good). 13.7% of the respondents disagreed; 29.4 % of the respondent was neutral.

43.1% of the respondents agreed and 7.8% of the respondents strongly agreed to this premise. This indicates that majority of the respondents agreed to the office uses to recruit internally is good.

In the above table 4.12; of the question related to qualification requirements of a job were always properly stated on vacancy announcement, out of total respondents 17.6 % and 27.5 % of the respondents strongly disagreed and disagreed respectively to the premise that qualification requirements of a job were properly stated on vacancy advertisement; 25.5 % of the respondents were neutral; 15.7 % of the respondents agreed and 13.7% of the respondents strongly agreed. The majority of the respondents responded by saying that the qualification requirements of a job were not properly stated on vacancy advertisement.

**Table4.12.** *Vacancy Advertisement.*

Question	Valid	Frequency	Percent
Qualification requirements of a job were always properly stated on vacancy announcement.	Strongly disagree	9	17.6
	Disagree	14	27.5
	Uncertain	13	25.5
	Agree	8	15.7
	Strongly Agree	7	13.7
	Total	51	100
Duties and responsibilities of the job holders were properly stated on the vacancy advisement.	Strongly disagree	12	21.6
	Disagree	13	25.5
	Uncertain	9	17.6
	Agree	12	23.5
	Strongly Agree	6	11.8
	Total	51	100
The convenient and accessible medias were always used to advertise vacancies.	Strongly disagree	2	3.9
	Disagree	14	27.5
	Uncertain	13	25.5
	Agree	21	41.2
	Strongly Agree	1	2.0
	Total	51	100
The recruitment process was satisfactory.	Strongly disagree	6	11.8
	Disagree	18	35.3
	Uncertain	10	19.6
	Agree	15	29.4
	Strongly Agree	2	3.9
	Total	51	100

**Source:** *own survey (2018)*

In the premise of the duties and responsibilities of the job holder were properly stated on vacancy advertisement, out of the total 511 respondents, 21.6% of the respondents strongly disagreed; 25.5% of the respondents disagreed; 17.6% of the respondents were neutral about the issue; and 23.5% of the respondents agreed and 11.8% of the respondents strongly agreed. This shows that duties and responsibilities of the job holder were not properly stated on vacancy advertisement of the office. As we can see from the above table of question the convenient and accessible Medias were always used to advertise vacancies, there was 3.9% respondents strongly disagree and 27.5% of the respondents disagreed that the office used a convenient and accessible media to advertise vacancies and 25.5% of the respondents were neutral about it. The smallest group of the respondents which was 41.2% of the respondent agreed and 2.0% of the respondents strongly agreed that the office uses a convenient and accessible media to advertise vacancies. These shows that majority of the employees in the office agreed that the office uses a convenient and accessible media to advertise vacancies. In the last regarding to satisfaction of employee in the recruitment out of the 51 respondents 11.8% and 35.3% of the respondents were strongly disagreed and disagreed to the issue respectively while 19.6 %

of the respondents were neutral. Lastly, 29.4% of the respondents and 3.9% of the respondent agreed and strongly agreed respectively. As we can see from the above figure, the recruitment process that has been followed by an office was not satisfactory. From the interview parts there is a variety of opinions concerning which selection procedures are more decisive in gaining the final outcome. There are those who are adamant that everything is working efficiently as it should and that the official criteria are been given due consideration. However, a sizable other group are vehement that objective standards are not being at heard to. Rather, all kinds of other official criteria are given priority. In the context of a very traditional organization it is not surprising that such practices occurred. Furthermore, there are those who argue that we should give due priority to our own indigenous systems of evaluation and education, consequently the traditional ecclesiastical education system should be considered of 56 equal status to the modern state education system. Yet, there is no consensus on this issue, and others point out deficiencies in the traditional ecclesiastical system. The deficiencies include items of importance in contemporary administration systems such as skills in accounting, finance, management and others.

The Selection Practices

Table4.13. Selection Practices

Question	Valid	Frequency	Percent
The selection practices were in general good in my office.	Strongly disagree	16	31.4
	Disagree	15	29.4
	Uncertain	6	11.8
	Agree	12	23.5
	Strongly Agree	2	3.9
	Total	51	100
I was comfortable with the interviews /s overall approach.	Strongly disagree	9	17.6
	Disagree	14	27.5
	Uncertain	14	27.5
	Agree	13	25.5
	Strongly Agree	1	2.0
	Total	51	100

Source: own survey (2018)

According to the above table, relating as employees were comfortable with the interviews /s overall approach we can see that out of the total respondents 17.6% of the respondents strongly disagreed; 27.5% of the respondents disagreed; 27.5% of the respondents were neutral and the rest 25.5% and 2.0% of the

respondents agreed and strongly agreed respectively with the approach of the interviewer/s. The analysis made and presented in the above figure clearly confirms that, majority employees in the office agreed that the interviewer/s overall approach was not comfortable.

Table4.14. Selection Test and Time Taken

Question 13	Valid	Frequency	Percent
The selection test I took when I was initially hired was related to my job specification.	Strongly disagree	6	11.8
	Disagree	12	23.5
	Uncertain	13	25.5
	Agree	16	31.4
	Strongly Agree	4	7.8
	Total	51	100
Sufficient time has been allotted to complete selection test.	Strongly disagree	5	9.8
	Disagree	14	27.5
	Uncertain	15	29.4
	Agree	15	29.4
	Strongly Agree	2	3.9
	Total	51	100

Source: own survey (2018)

As shown in Table 4.14, concerning selection test for initially hired was related job specification, out of total respondents 11.8% of the respondents were strongly disagreed and 23.5% were disagreed, 25.5% was neutral, 31.4% were agreed and 7.8% were strongly agreed. The majority of the employees responded that they are agreed with the first item that the interview questions asked when they are initially hired in the office was job related.

Lastly in the above table concerning to whether sufficient time has been allotted to complete selection test, out to total 51 respondents 11.8% of the respondents strongly disagreed to the premises that sufficient time was allotted to

complete selection test and 23.5% of the respondents disagreed to it. 25.5% of the respondents were neutral while 31.4% of the respondents agreed and 7.8% of the respondents strongly disagreed. This indicates that majority of the respondents think that the time given to the selection test was sufficient.

CONCLUSION AND RECOMMENDATION

Conclusions

The conclusion from the study presented as of the following points. There was lack of awareness at office level about the recruitment and selection procedures. This would negatively affect the recruitment and selection process of potential candidates for the position.

The recruitment and selection process of an office was not monitored to ensure fairness and transparency. This might lead to bias, corruption and other unnecessary things and finally, failures in getting the competent candidate.

There were limitations in the way of notification for internal vacancies. This might lead to discrimination among employees and directly affect the achievement of the office objectives.

There was an official, formal policy for recruitment and selection of employees. However, this official policy was in practice often not implemented and other factors played a major role in the recruitment and selection process.

As we can see from the respondents' response, there were some internal and few external challenges observed during recruitment and selection process which directly influenced to accomplish the objective and probably led to recruit and select inappropriate employee.

The recruitment and selection process, practices, interviews, were totally not good and comfortable.

The study indicated that majority of employees did not have enough training and/or orientation on recruitment and selection policies and procedures of the office, which affected the office recruitment and selection, process, fairness and transparency.

### Recommendations

In this section, a list of recommendations has been presented based on the findings of the survey conducted on employees and managers/group leaders of the town. In relation to the findings, the study came up with following recommendations.

It is important for the town to establish a team of experts that will monitor the recruitment and selection process. In addition, the town needs to strengthen the monitoring and evaluation capacity of the recruitment and selection team of experts.

The recruitment and selection policy of the town should explicitly state the scoring methods or techniques used in the employee selection decision.

The HR policy of the town should have to include the scoring methods used in the selection process.

The town should evaluate the policies and procedures of human resource management on a

continuous basis to ensure that it does reflect environmental changes.

The town recommended for using its own official website for job applicants who qualified the minimum requirements.

The town should focus on selecting competent and qualified employees in order to achieve its organizational both long and short-term objectives.

The town should have to clearly define the recruitments and candidate specifications in the recruitment process.

The town recruitment and selection group should forecast internal and external challenges that may face them and design strategies how to tap these challenges.

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