



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**ASSESSMENT OF RECRUITMENT AND SELECTION PRACTICES
AT ADDIS ABABA WATER AND SEWERAGE AUTHORITY (AAWSA)**

BY

AMBAYE ASSEFA DACHEW

JANUARY, 2018

ADDIS ABABA, ETHIOPIA

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DECLARATION

I, the undersigned, declare that this thesis entitled “Assessment of Recruitment and Selection practice at Addis Ababa Water and Sewerage Authority (AAWSA)” is my original work, prepared under the guidance of Shoa Jamal (Asst.Prof). All sources of materials used for the thesis have been properly acknowledged. I further confirm that the thesis has not been presented for the award of any other Degree or any other university.

Name

Signature & Date

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Acronyms/Abbreviations/

AAWSA:	Addis Ababa Water and Sewerage Authority
HR:	Human Resource
HRD:	Human Resource department
HRM:	Human Resource Management
HRP:	Human Resource Management
KSA:	Knowledge, Skills and Attitude
SPSS:	Statistical Package for Social Sciences Software

Definition of Key Terms

Human Resource Management (HRM) is a body of knowledge that encompasses staffing, Rewarding, employee development, employee maintenance, and employee relations (Bratton and Gold, 2007).

Human Resource Planning (HRP) is the process deciding what positions the firm will have to fill and how to fill them.(Dessler,2003: 90).

Recruitment is the process of generating a pool of capable candidates applying to an organization for employment (Bratton and Gold, 2007).

Selection is the process of choosing from a group of applicants those individuals best suited for a particular position in an organization (Monday, 2010:136).

Job Description is identification of tasks, duties, and responsibilities of the job (Mathis, 2008:186).

Job Posting is an open invitation to all employees in an organization to apply for the vacant position.

Job bidding is the process in which applicants are required to compete with other applicants for a job position that has been posted by an employer.

Abstract

Recruitment and selection is the process of attracting individuals on a timely basis, in sufficient number and with appropriate qualifications (Walker, 2009).The research focuses on practices of employee recruitment and selection at Addis Ababa Water and Sewerage authority (AAWSA). The objectives of the study includes identifying the existing recruitment and selection practices adopted by AAWSA, source of recruitment and selection used by the authority, problems faced associated with the recruitment and selection process and identifying factors that will improve recruitment and selection process in AAWSA. The design of the study was a descriptive study. Quantitative and qualitative methods of data analysis were used to analyze and interpret the collected data. The target population of the study was employees of AAWSA who work at the head office. There are 240 employees who work in different departments, among them 150 respondents was taken as a sample. A simple random sampling technique was used to select respondents from the various departments with the exception of human resource department and management bodies. Purposive sampling methods were also used for respondents who deal directly with recruitment and selection practices. The data were gathered using questionnaire and interview methods. Questionnaires were distributed to 150 employees of AAWSA at the head office where all were filled and returned. Interview was also conducted with HR staff and management members of the authority. The data obtained through questionnaire were analyzed using frequency and percentage. The findings of the study shows that there is a considerable variation between the accepted practice of HRM and the recruitment and selection Practice and policy of AAWSA with regard to proper implementation of HR planning. The authority also fails to use employee performance as one of the selection criteria for transfer and promotion. More over the authority fails to provide detailed job description to its employee. Thus, the authority needs to make further analysis of its recruitment and selection practices.

Key terms: Recruitment, Selection, Job description, Orientation

CHAPTER ONE

INTRODUCTION

This chapter consists of an introductory part of the whole study. It presents the background of the study, statement of the problem, research questions, objective of the study, significance of the study, limitation of the study, scope of the study, and organization of the study.

1.1 Background of the Study

Human resource management is the essential function of an organization. Among the human resource practice recruitment and selection are the basic functions where employees are entry in to the organizations. According to Walker, (2009), Recruitment and selection is the process of attracting individuals on a timely basis, in sufficient number and with appropriate qualification. 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 allow joining the organization.

As an organization needs to succeed and survive, or compete effectively, must practice recruitment and selection of employees in the best way. Because of hiring the wrong people or failing to anticipate fluctuations in hiring needs can be costly, it is important that conscious efforts put into human resource planning.

According to Dessler,(2009), “Human Resource Planning”(HRP) is the process of deciding what positions the firm will have to fill and how to fill them. Robinson and Coulter (2012) suggest the significance of human resource planning that it ensures organizations have the required quantity and quality of employees. The success and failure of an organization to large extent depends on the employees’ knowledge, skills, attitudes and commitment. The acquisition of employees with the right ability

and skills is primarily ensured by the proper implementation of recruitment and selection process. Through proper recruitment and selection organizations get and retain the right employees who achieve organizational goals. Bratton and Gold (2007) confirm that recruitment and selection are crucial practices in organizational process which help organizations achieve high performance and engage motivated staffs who like their job. Recruiting and selection of improper employees may result in under achievement

Addis Ababa Water and Sewerage Authority(AAWSA) is one of the public organizations established under the city government of Addis Ababa for the supply of clean water and provides waste water disposal service to inhabitants of Addis Ababa. The authority is headed by city administration council board of management, and has eight branches and one project office. According to the authority's HR guidelines, the recruitment and selection units are organized under the HR support process department at the head quarter and branch offices to recruit and select employees to users departments. Thus, in this study the researcher tries to assess the recruitment and selection practices in AAWSA particularly at the head quarter and provide suggested recommendations that enhance better recruitment and selection practices.

1.2 Statement of the Problem

The success of an organization depends on the caliber of the manpower that is engaged in the day to day affairs of the organizations. 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, increase in productivity, job satisfaction and above all meeting client's expectations in terms of quality, cost and time, unconventional selection practices can damage any business plan.

Managing people is a definite challenge at organizational levels. Thus, human resources are well managed and developed in alignment with the organizational goals and strategies. It is observed that for any organization to achieve its stated objectives and goals there are the need for management to put in place policies and strategies that will help to attract the best of employees to strive towards the achievement of organizational objectives. Effective recruitment and selection process is the core HR function that ensures acquisition of capable workers. Recruiting and selecting the right person would minimize cost, increase performance, and put an organization in a position to achieve its key performance objectives. On the contrary, Recruiting and selection of improper employees may result in under achievement.

Currently, AAWSA provides an employment opportunity for 240 employees (HRD Statistical Data, 2017).The data also shows that HR staff in AAWSA was constantly engaged in recruitment and selection practices for open positions. According to The HR data, HR department has never conducted HR planning which is essential to determine the type and number of human resource that the work demands but the department constantly engaged in recruitment and selection throughout the year to solve immediate problems. In such an intense situation attracting and selecting the right person for the right job and at the right time is a challenge to HR staff of AAWSA.

The statistical data also shows thatthe promotion and transfer of internal employee were not conducted based on employee performances rather on the basis of the service year they spent on the authority which results in employee dissatisfaction and reduced performances. There was also a gap between the recruitment and selection practices of AAWSA and the accepted HR practices.

Therefore, the study identified and assessed the recruitment and selection practices and procedures of AAWSA that contribute to the problem and provide suggested recommendation to address the problems.

1.3 Research Questions

The under listed research questions were served as a guide to the study

1. How is recruitment and selection practices carried out at AAWSA?
2. What conditions motivated candidates to apply for a job?
3. What are the problems of AAWSA associated with the recruitment and selection practice?
4. What are the sources of recruitment usually used in AAWSA?

1.4 Objective of the Study

This research has the following general and specific objectives.

1.4.1 General Objective

The general objective of study was to assess the employee recruitment and selection practices at Addis Ababa water and sewerage authority.

1.4.2 Specific Objectives

The specific objectives of the research include:

1. To identify the existing recruitment and selection practices adopted by AAWSA
2. To recognize what conditions motivated candidates to apply for a job
3. To identify the challenges associated with the recruitment and selection practices of AAWSA
4. To assess what source of recruitment and selection are used by AAWSA

1.5 Significance of the Study

The study helps all concerned parties of the authority toknow about the existing recruitment and selection practices. It also helps to make aware of HR staff that the problems found in the recruitment and selection process of AAWSA's that needs

attention for future corrective action and ultimately to come up with constructive recommendation which are helpful for the improvement of the organization recruitment and selection process.

1.6 Scope of the Study

The scope of this study was limited to Head Quarter of Addis Ababa Water and Sewerage Authority. Head quarter was used because the recruitment and selection process at all level of job grade are conducted only at the head quarter. Therefore, the findings obtained were only reflecting the practices of recruitment and selection in head quarter of Addis Ababa Water and Sewerage authority.

1.7 Limitations of the Study

The research work has the following limitations. Due to shortage of time, the researcher was forced to gather data from the main office of the authority. During data collection, most of the workers were busy; some senior members were reluctant in releasing vital information about recruitment and selection. The research is also limited that previous researches done on AAWSA were not discovered that the research couldn't start with the research gap in the area. Abreast

1.8 Organization of the Study

The study paper consists of five chapters. The first chapter, include the general introduction of study, presents discussions on the research paper and the importance of the research. It then justifies the need for the research by providing a research question, objective, scope and a brief research methodology adopted. Chapter two deals with a critical literature review of recruitment and selection processes, the sources and methods of recruitments, the problems of recruitment and selection and the role of recruitment and selection practice on performance. Chapter three gives the overall view of research methodology including research design and approach, source of data, method of data collection, procedures of data collection, sample size and sampling technique, method of data analysis. Chapter four presents analysis and

interpretation of data obtained from the questionnaires and interviews. Finally, chapter five provides main findings, conclusions and recommendations based on the data gathering and analysis.

CHAPTER TWO

REVIEW OF RELATED LITRATURE

This chapter deals with the assessment of literatures, which relate to the topic recruitment and selection practices of an organization. This chapter provides information about aspect of previous works which relate to this study. In this chapter, major recruitment and selection issues as presented by various scholars was reviewed. Accordingly, concepts, process, sources, method, problems and impacts of recruitments and selection practice on performances were reviewed. The development of conceptual framework was also included.

2.1 The Concept of Recruitment and Selection

Recruitment and selection within an organization is an integral part of that organization's overall human resource management and planning process. As such, it is relate closely to other human resource management processes, for instance, job design, human resource development, performance appraisal and management, reward systems, career and succession planning, promotions and transfers. Recruitment and selection play an important role in shaping an organization's effectiveness and, if work performance organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities. It is often that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2009).

The focus of recruitment and selection according to Montgomery (1996), is on matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job. The effective recruitment and selection of employees is a fundamental human resources management activity, one that if managed well can have a significant impact on organizational performance as

well as lead to a more positive organizational image (Pilbeam, Corbridge 2006, In: Evans et al. 2007). Ineffective recruitment has a number of cost implications for employers: low morale, which can affect employee performance; lost business opportunities, as well as higher levels of labor turnover.

Recruiting and selecting staff in an effective manner can both avoid undesirable costs for example those associated with high staff turnover, poor performance and dissatisfied customers and engender a mutually beneficial employment relationship characterized, wherever possible, by high commitment on both sides. Pilbeam and Corbridge, (2006), provide a useful overview of potential positive and negative aspects noting that: The recruitment and selection of employees is fundamental to the functioning of an organization, and there are compelling reasons for getting it right. Inappropriate selection decisions reduce organizational effectiveness, invalidate reward and development strategies, are frequently unfair on the individual recruit and can be distressing for managers who have to deal with unsuitable employees. Recruiting and selection is very important for the survival of every organization but that does not end there, new recruits need to be developed and appraised from time to time in order for them to be abreast with new trends and challenges. When employees are developing it, help increase their performance and help sustain the growth of organizations.

2.2 The Role of Recruitment and Selection Practice to Performance

Recruitment and selection has an important role to play in ensuring worker performance and positive organizational outcomes. It has often claimed that selection of workers occurs not just to replace departing employees or adds to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2009).

Performance is an increasingly important issue for all business enterprises in developed and developing economies in both public and private enterprises. In order to get maximum output from employees, it is important to consider a fit

between successful candidates and the organization. This is made possible by the use of selection criteria as basis on the questions asked by the selection panel and in interview. According to Foot and Hook (1996), the primary aim of the recruitment and selection processes is to ensure that the best applicants are appointed into positions. This implies that the recruitment and selection processes can assist in predicting applicants' future performance and the period the applicant will stay as an employee. As evidenced, human resources should be partners in strategic planning to determine the types of skills and competencies that are required to achieve objectives (Casio, 1991). Inappropriate selection decisions reduces organizational effectiveness, invalidate reward and development strategies, are frequently unfair on the individual recruit and can be distressing for managers who have to deal with unsuitable employees. Bones (1996), remarked that "performance does not need to be managed rather needs to be encouraged, developed, supported and sustained." This implies that performance needs to be design and implemented within the context of the organizational structure.

2.3 Problems of Recruitment and Selection

According to Briggs, (2007) some of the problem affecting recruitment and selection as, the increasing pressure for employment, utilization of informal sources of recruitment and delegation of recruitment function. These problems have resulted to inadequate use of job description and standard employee requirement in the process of recruitment. Kaplan and Norton (2004), indicates that a common problem in recruitment and selection is poor Human Resource Planning (HRM). 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.

Batt (2002), affirms that recruitment and selection experience can also affect on the likelihood that a candidate will accept a job offer and on their subsequent commitment to remaining in the organization. Appointment decisions are the most

important ones a manager has to make; they affect the manager's ability to achieve targets, the quality of services or products delivered to the customer and the well-being of the whole team. Previous research shows that the competency level of HR managers have a major influence on recruitment and selection and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of the applicants. Moreover, effective recruitment and selection is possible only if there is a dedicated and competent HR team (Kaplan and Norton, 2004).

Conducting a thorough job analysis and identifying the right caliber of candidates bring about a good blend between applicants and the job. Argument has been given that under qualified employees may not 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 as Armstrong (2006), identified, there are stages by which a thorough job analysis must aim to achieve defining requirement, preparing job descriptions and specifications; deciding terms and conditions of employment, attracting candidates, and reviewing and evaluating alternative sources of applicants inside and outside the organization. Job analysis process generates information, which is converting into tangible outputs of a job description, and a person specification that is what has to be donning and who does, it before recruiting for a new or existing position. It is important to invest time in gathering information about the nature of the job since it prescribes relevant personal qualities and attitudes as well as skills and knowledge required for the job (Pilbeam and Corbridge, 2006).

Organizations in the selection process use methods such as application forms, interviews, formal tests, references, assessment centers and official transcripts. An organization 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. In business strategy implementation, the involvement of line managers in the entire staffing process (that is, 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.

(Dess and Jason, 2001), Organization that are less selective or hire lower-skilled employees are likely to experience significant effects on productivity, while hiring a mismatched employee can result in poor performance and higher turnover rates.

2.4 Staff Recruitment and Selection Plan

Staff recruitment and selection plan enabling employers to recruit the right people for the right job. It has realized that most organizations did not have standard procedures it followed in recruiting staff. This resulted in an inability to recruit the right caliber of personnel, which lead to poor performance. According to Jackson et al. (2009), recruitment involves searching for and obtaining qualified applicants for the organization to consider when filling job openings. The aim of this plan is to buttress the assertion of Richardson (2012), which states that acquiring high quality staff is critical to an organizations success. The proposed plan is in two parts that is the recruitment process and methods and selection process and methods.

2.5 Recruitment

Recruitment is the process of generating a pool of capable candidates applying to an organization for employment (Gold, 2007). This suggests that applicants with experience and qualifications most closely related to job specifications may eventually be selected. Organizations become concerned when the cost of a mistake in recruitment is high. According to Armstrong (2006), the aim is to obtain, at a minimum cost, the number of suitable and qualified candidates to satisfy the needs

of the organization. The organization attracts candidates by means of identifying, evaluating and using the most appropriate sources of applicants. El-Kot and Leat (2008), observation is that recruitment begins with advertising existing vacancies.

According to Eze (2002), recruitment is the process of finding and attempting to attract job candidates who are suitably qualified and therefore capable of filling vacancies in job positions effectively. The purpose is to encourage them to apply for the vacant position. Costello (2006), affirm that recruitment is a set of activities and processes used to legally obtain adequate number of qualified applicant at the right place and time to enable applicant and the organization to select each other for their own optimum interest. The success of an organization directly linked to the performance of those who work for that organization. Thus, the quality of the human resource is very much depends on the quality of recruitment.

2.5.1 The Process of Recruitment

The recruitment process is the value added HR process. It is about attracting interviewing and hiring new employees.

2.5.1.1 Recruitment Planning

The first step involved in the recruitment process is planning. Here, planning involves to draft a comprehensive job specification for the vacant position, outlining its major and minor responsibilities; the skills, experience and qualifications needed; grade and level of pay; starting date; whether temporary or permanent; and mention of special conditions, if any, attached to the job to be filled.

2.5.1.2 Strategy Development

Once it is known how many with what qualifications of candidates are required, the next step involved in this regard is to devise a suitable strategy for recruiting the candidates in the organization.(i.e. sources of recruitment, sequence of activities, and geographical distribution of the labor market are outlined)

2.5.1.3 Searching

This step involves attracting job seeker to the organization. There are broadly two sources used to attract candidate's namely internal and external sources.

2.2.1.4 Screening

There are some views that screening as the starting point of selection, but it should also considered as an integral part of recruitment. The reason being the selection process starts only after the applicant have been screened and shortlisted.

2.5.1.5 Evaluation and Control

This is the last stage in the recruitment process where the validity and effectiveness of the process and the method used is assessed. This stage is crucial because the organization has to check the output in terms of cost incurred.

2.5.2 Sources of Recruitment

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

2.5.2.1 Internal Sources of Recruitment

Internal sources refer to recruiting employees from within the organization. In deciding requirement of employees, initial consideration should be given to a company's current employees, which is concerned with internal recruitment. They include those who are already available on the pay roll of the company. This is important source of recruitment as it provides opportunities for better development and utilization of existing human resources in the organization.

Armstrong (2000a). Proposed that first consideration should be given to internal candidates, although some organizations with powerful equal opportunity policies (often local authorities) insist that all internal candidates should apply for vacancies on the same footing as external candidates. Recruiting candidates from internal source have different benefits such as reducing labor turn over. Star employees within the organization can be reassigned to an area within the organization where the need is greater. Restricting the vacancy to internal candidate can also help retain employees who might otherwise have left the organization (Sutherland & Canwell, 2008). The screening process is much easier and quicker than external sourcing as there is a smaller pool of high caliber candidates to choose from inside. Recruiting candidates internally also cost efficient, as the organization does not have to pay recruiters' fees or to advertise the job. Promoting staff from within the company can be motivating employees who will recognize that their hard work has being rewarded. Internal recruiting is important to keep the organization culture.

An external candidate that fulfills the experience and skills needed for a position might not fit into the organizational culture. Internal candidates are already familiar with the company's culture, policies and procedures. For example, this might manifest itself in how meetings are conducted, projects are organized or the use of consensus building in the decision-making process (Keshav, 2013).

However, recruitment of employees from internal sources has its own limitation such as limited choice. Internal recruitment provides limited choice of talent available in the organization as it avoids the arrival of fresh candidates. Hence, the number of potential candidates for the post is limited to those from within the organization. There may be far better external candidates who have more experience and better qualifications (Sutherland & Canwell, 2008). Another limitation of internal recruiting is that the HR departments are always in a vicious circle to fill the open position. Taking in to consideration that when an employee is promoted, vacancy immediately arises. In this regard, another employee is to be

recruiting to fill that position, which may be costly affair (Sutherland &Canwell, 2008).

According to (Torrington, et al., 2008), Internal recruitment might have drawbacks in that it limits the availability of potential candidates which implies the best available candidate might not be considered; it also put the organization not at ease in complying with equal employment opportunity and diversification of workforce. Thus, organizations that believe in internal recruitment need to be careful to ensure fairness; transparency and accuracy in the selection process to avoid organizational politics resulted from bitterness, antipathy and low morale.

2.5.2.2 External Sources of Recruitment

External sources of recruitment refer to attracting applicants from outside a particular organization to fill vacant positions. Ivancevich (2004), notes when an organization has exhausted its internal supply of applicants it must turn to external sources to supplement its work force.

Like internal sources, they are useful to attracting competent applicants to apply for advertised positions in various organizations. Broad varieties of methods are available for external recruiting. Organizations should fully assess the kinds of positions they want to fill and select the recruiting methods that are likely to reduce the best results. External source of recruitment include direct recruitment, casual callers, media advertisement, E-recruitment, Employment referrals employment agencies, education and training establishment or campus placement (Beard well, 2007; Cober & Brown, 2006).

Looking outside the organization also allows a company to target the key players that may make its competition successful. Hiring a candidate with a proven record of accomplishment for the competition allows the company to get an insider's view as to what the competition is doing to be successful. This gives the organization a chance to stay a step ahead of the competition. External recruitment provides an

opportunity for a fresh outlook on the industry that a company may need to stay competitive. When an organization recruits externally, it opens the organization up to a larger pool of applicants, which increases its chance to find the right person for the job. Recruiting from an external source helps to motivate the current employees to produce and achieve more in hopes of obtaining the next promotional opportunity. It also opens up many opportunities to find experienced and highly qualified and skilled candidates who will help a company meet its diversity requirements. The biggest advantage of external recruitment is that the organization has no limited supply of candidates and can choose employees all over the world. Even though external sourcing has many advantages, it has its own drawbacks. According to Duggan & Croy (2004), external recruitment in an organization can face challenges when external recruitment requires an employee to adapt to the new environment and if the new recruit is in management, the employees may tend to resist change that he or she tries to implement because these changes may work against the organizational culture. Another drawback of external recruitment is that the process of recruitment is lengthy and time consuming. This method of recruitment can indicate that the management of the organization fails to train or motivate their staff through promotion opportunities and career advancement. In addition, external recruitment can lead to a high rate of labor turn over when employees realize that there is no room for career advancement in the organization (Manyonyi, 2011). Thus, organizations require considering both internal and external recruitment with a careful analysis to determine whether their existing skills and experience will allow a prediction of future competent performance in the advertised position. There are a number of recruitment methods available for external recruitment. Torrington, et al. (2008), state that employees must select cost effective and appropriate method of recruitment methods, which differ in appropriateness in different circumstances.

2.5.3 Methods of Recruitments

There are a number of recruitment methods available for internal and external recruitment. Some of them are discussed below:

2.5.3.1 Methods of Internal Recruitment

Internal recruitment refers to recruiting employees from within the organization. In deciding requirement of employees, initial consideration should be given to a company's current employees, which is concerned with internal recruitment. Some of the internal recruitment methods are the following:

Transfers

Transfer is a lateral shift causing movement of individuals from one position to another. Langseth (1995), consider transfers as being effected when the need for people in one job or department is reduced or increased, if the work load reduced employees would want to relocate to other areas where they can have enough tasks to perform. Under it, employees are recruited internally through transfer from one work place to another. It refers to the process of interchanging the job duties and responsibilities of employees from one place to another or from one department to another without any promotion in their position or grade. It is a good source of generating qualified employees from over-staffed departments (Keshav, 2013).

Promotions

It refers to promoting or upgrading an employee who is already existed in the pay roll and contributed to the organizational performance. It is shifting an employee to a higher position with high responsibilities, facilities, status and pay. Usually, many companies fill higher job vacancies by promoting employees who are considered fit for such positions. This is due to fact that it has a great psychological impact over other employees for their motivation towards better performance. Internal recruitment efforts very often result in promotions. Promotion signifies reward for past performance and encourages employees in their efforts (Sherman, Bohlander & Snell, 1998).

Job Posting

Job posting is an open invitation to all employees in an organization to apply for the vacant position. It provides an equal opportunity to all employees currently working

in the organization. Today it has become a very common practice in many organizations across the world. Under this, vacancy announcement has made through bulletin boards or in lists available to all employees. Interested employees, then apply for the post being advertised. In this way, it has become one of the cost saving techniques of recruitment (Keshav, 2013).

Job bidding

Job bidding is the process in which applicants are required to compete with other applicants for a job position that has been posted by an employer.

Current employee referrals

The present employee can refer the friend and family to the job. They are well aware of the organizational culture, working conditions, and job requirements. If they find their friends or family suitable for such position can recommended their names to the management for requirement.

The organizations encourage employee referrals as the cost and time would be save than from hiring people from the external sources. Some organizations, in order to motivate employee to pay “finds fee “in the form of incentives for each successful hire.

2.2.3.2 Methods of External Recruitment

External recruitment refers to attracting applicants from outside a particular organization to fill vacant positions. There are varieties of methods available for external recruiting. The followings are among them.

Direct Recruitment

Direct recruitment refers to a process of recruiting qualified candidates from external sources by placing a notice of vacancy in an organization's notice board.

The detail of the job would be specified on the notice board. This method of recruitment is suitable when there is high supply of human resources in the market.

Casual Callers

This method of recruitment is concerned with using previously applied candidates as a source of recruitment. The applications already available in the employment office are used as sources of prospective candidates. In other words, applications from individuals who are already recorded in the employment list can be referred as new applicants and the best suited candidates are selected for the job. This method avoids the costs of recruiting people from other sources.

Media advertisement

Advertisement is one of the most common and popular methods of external recruitment under which the job vacancy is announced through different print and electronic media. As cited by Nel et al. (2009:226), an advertisement has communication as its basic underlying principle and it should be worded in a manner that triggers responses from job seekers. Recruiters should formulate the wording of advertisements in a manner that is not discriminatory. Advertisements are expensive but attract a larger pool of applicants than internal recruitment processes.

E-Recruitment or online recruitment

E-Recruitment uses web-based tools such as a firm's public internet site or its own intranet to recruit staff. The processes of e-recruitment consist of attracting, screening and tracking applicants, selecting, and offering jobs or rejecting candidates. The internet has become a way for employers to display company image and advantages over competitors (Rotella, 2000). Many internet users know the difficulty, frustration and inefficiencies of sorting through information to find applicable and useful material. However, many companies find it difficult to integrate the Internet with their existing systems (Brake & Lawrence 2000).

Employee Referrals

An employee referral program is a system where existing employees recommend prospective candidates for the job offered, and in some organizations if the suggested candidate is hired, the employee receives a cash bonus. Under this method, a candidate was appointed on the recommendation of some currently working employees. Hence, the HR managers of various organizations depend on the present employees for reference of the candidates for various jobs. This source reduces the cost and time required for recruitment. Further, this source enhances the effectiveness of recruitment. HR managers offer various incentives/rewards including cash incentives to the current employees for referring the best candidates (Rajarao, 2010).

Employment Agencies

Employment agencies run by private, public or government sectors are regarded as an important source of recruitment for unskilled, semi-skilled and skilled jobs. The agencies are likely to have a list of qualified candidates in their records, and they render their service as per the requirement from other organizations for employment.

Educational and Training Institution

This method also known as campus recruitment. Under this method of external recruitment, educational institutions such as schools, colleges and universities offer opportunities for recruiting fresh candidates. Managers of organizations may visit educational institutions such as universities and colleges to attract top students, especially during their final years of study to apply for vacant positions. This method of recruitment is the cheapest methods of recruitment. The recruiter normally makes a presentation to final year students and invites desirable students to visit public institutions exposing them to different areas within the organization (Nel et al., 2009:227).

2.6 Selection

Mundy (2010: 136), refers to selection as the process of choosing from a group of applicants those individuals best suited for a particular position in an organization. Whereas the recruitment process aligned to encourage individuals to seek employment with the organization, the selection process is to identify and employ the best-qualified and suitable individuals for specific positions. Traditionally, it was assumed that organizations could choose amongst applicants and that they would accept all job offers. However, attracting a large number of applicants was not the problem, but recruiting the right applicants became the main concern amongst employers (Branine, 2008). Employer decisions about the selection of employees are central to the operation of organizations and to a series of outcomes that matter to individuals, organizations, and society.

Amos et al. (2004), as well as Mathis and Jackson (2006), define selection as the process of selecting the most suitable applicants. The process, according to them, is guided by predetermined selection criteria such as job descriptions, job specifications and job profiling and commences after the recruitment process has been completed. Robbins et al. (2001), point out that the objective of the selection process is to match the applicants' ability, knowledge, skills and experience with job requirements in a fair and legal manner.

2.7 The Process of Selection

Selection is the process of choosing from a group of applicants those individuals best suited for a particular position in an organization (Mandy, 2010: 136). Employer decisions about the selection of employees are central to the operation of organizations and to a series of outcomes that matter to individuals, organizations, and society. Perhaps the most basic question in this area is why employers engage in selection efforts at all. Managers who are involved in hiring employees need to understand the skills and abilities that are required in a particular job and determine which candidates have those capabilities. Interviews, reference checks, tests,

applications and résumés can all help identify differences among candidates. Managers can make their selection decisions with a fuller awareness of the applicant's strengths and weaknesses (Tjosvold and Newman, 2003). Some of the selection processes are the following.

2.7.1 Screening

Screening, popularly known as short listing, is the first step after the recruitment process is completed and applications received. In this step, all the applications received by the due date are screened and those that do not correspond to the requirements stipulated in the advertisement are immediately eliminated in this step. As Cuming (1994) and Nel et al. (2009), caution, selection panels have to be careful not to discriminate against applicants with potential. Their decisions should be guided by short-listing criteria that is developed against the job requirements stipulated in the advertisements. Furthermore, they need to ensure that enough time is set aside for short-listing.

2.7.2 Selection Tests

Selection tests are often used as part of a selection procedure for occupations where a large number of recruits are required, and where it is not possible to rely entirely on examination results or information about previous experience as the basis for predicting future performance.

Tests usually form part of an assessment center procedure. Intelligence tests are particularly helpful in situations where intelligence is a key factor, but there is no other reliable method of measuring it. Aptitude and attainment tests are most useful for jobs where specific and measurable skills are required, such as typing or computer programming. Personality tests are potentially of greatest value in jobs such as selling where personality is important, and where it is not too difficult to obtain quantifiable criteria for validation purposes.

It is essential to evaluate all tests by comparing the results at the interview stage with later achievements. To be statistically significant, these evaluations should be carried out over a reasonable period and cover as large a number of candidates as possible. In some situations, a battery of tests may be used, including various types of intelligence, aptitude and personality tests. These may be a standard battery supplied by a test agency, or a custom-built battery may be developed. The biggest problem/danger/ to avoid is adding extra tests just for the sake of it, without ensuring that they make a proper contribution to the success of the predictions for which the battery is being used (Philipo, 2008).

2.7.3 Reference and Background Check

Usually advertisements require that applicants provide the names and contact details of people who can serve as referees to them in case their applications are considered. Reference checks are used to verify the information that is supplied by applicant and are usually done telephonically. Although most referees are reluctant to respond to certain questions (Mathis and Jackson, 2006), reference checks can be used to gather as much information that will be used in deciding whether to appoint or decline to appoint the applicants. References provide the organization with other people's perceptions of the candidate's professional ability. The organization should contact the candidate's previous employers and colleagues. Questions to ask references might address the candidate's creativity and initiative. This is mostly the reason why conditional job offers are give in other to check the authenticity of what the candidate provided on the application form (Snell and Bohlander, 2010). References are one of the more popular and "traditional "tools in the selection process. However, the validity and reliability of references has been questioned, particularly with respect to their unstructured and often ambivalent nature (Heraty and Morley, 1998).

2.7.4 Interview

Interviews are virtually use by all organizations for selection purposes. In support of this, Newell and Tansley (2001), indicate that interviews are by far the most widely used personnel selection procedure. With the use of interviews, managers of organizations get an opportunity to meet the applicants directly. The interview also provides the applicants with an opportunity also learn more about the public institution. The purpose of the selection interview is to gather as much information and to use such information to arrive at a selection decision (Redman & Wilkinson, 2001:31). During the interview, panel members (interviewers) normally pose questions to which the interviewee has expected to respond. Responses to the questions often captured by means of scores as determined the interviewers. The applicant that obtains the highest score recommended for appointment (Wilkinson, 2001:32). Because of interview ambiguity, efforts must be make to ensure that all interviewees are being asked the same questions (Gomez-Majia et al., 2004:175).

2.7.5 Medical Test

Applicants are often expecting to undergo test(s) to determine if they are fit to perform the job, should be appoint. The most common example of the employment tests that applicants often undergo is a medical examination. Medical examination, also referred to as pre-placement medical testing, has conducted only where the applicants are required to use physical strength to successfully perform their duties (Mathis and Jackson, 2006).

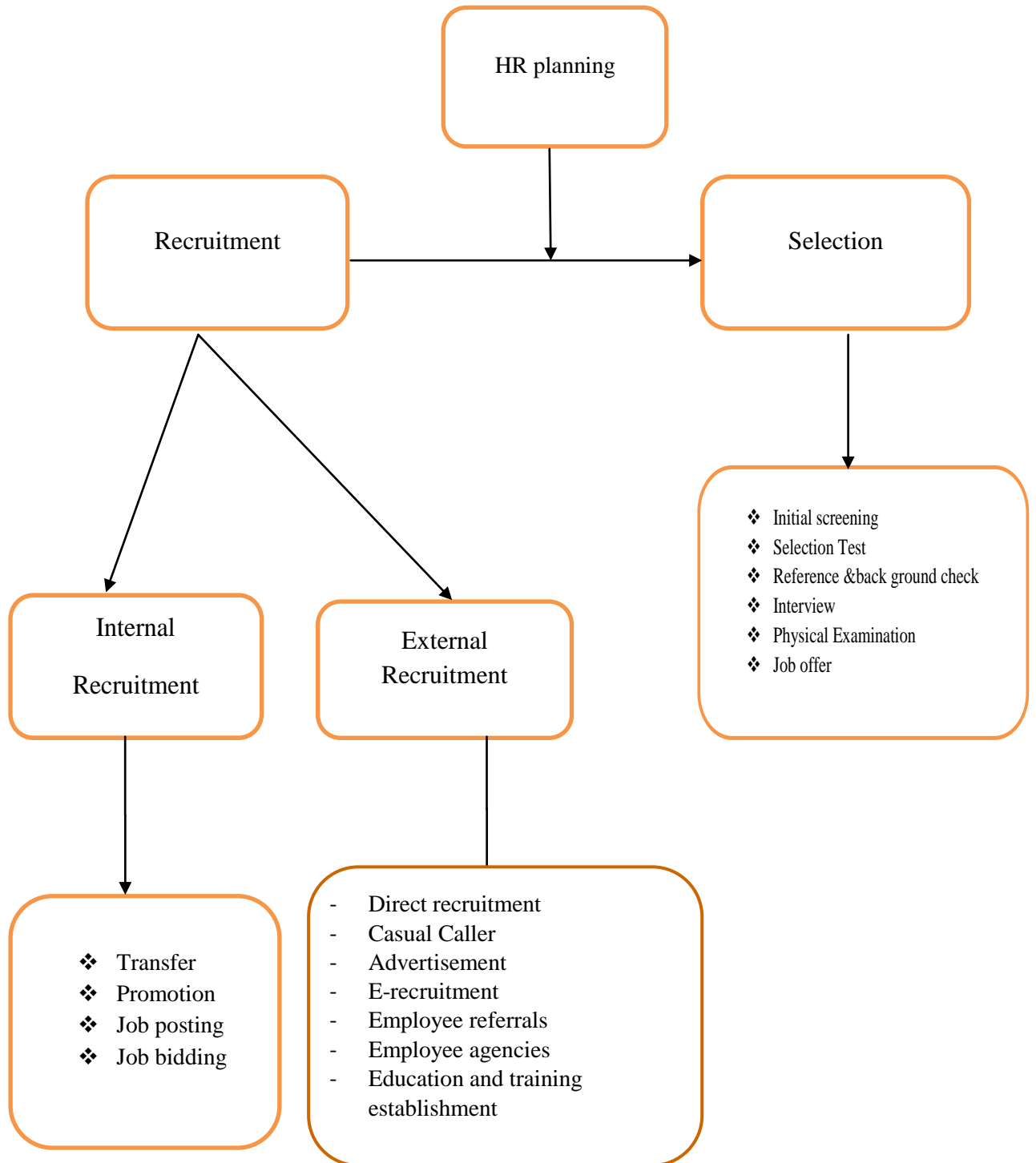
2.7.6 Job Offer

The next step in selection process is job offer to those applicants who have crossed all the previous hurdles. In other words, it is the last step in the selection process. Development of an offer via e-mail or letter is sometimes a more formal part of this process.

2.8 Conceptual Framework

Recruitment and selection within an organization is an integral part of that organization's overall human resource management and planning process. Recruitment and selection has also an important role to play in ensuring worker performance and positive organizational outcomes. To engage and to get employee's services, the employer needs to undertake recruitment by creating a pool of applicants, which mainly leads to the selection of qualified people to work in the organization. There are two main sources of recruitment - internal and external source of recruitment. The component of internal source of recruitment consists of transfers, promotions, job positing and job bidding. Whilst the external source of recruitment include direct recruitment, casual callers, media advertisement, E-recruitment, Employment referrals employment agencies, education and training establishment or campus placement. Selection process followed recruitment which entails, initial screening, interview, reference check, selection test, job offer that mostly leads to organizational performance. The conceptual framework explaining recruitment and selection practices in organization as shown in Figure 2.1.

Figure 2.1 Conceptual Framework of Recruitment and Selection



Source: Adopted from literature review

CHAPTER THREE

Research Design and Methodology

This chapter deals with the overall view of research methodology including research design, source of data, method of data collection, sample size and sampling technique, and method of data analysis.

3.1 Research Design and Approach

Research Design is a blueprint for fulfilling research objectives and answering research questions. In other words, it is a master plan specifying the method and procedure for collecting and analyzing the needed information. The research based on assessing recruitment and selection practices of Addis Ababa water and sewerage authority. The design of this study was descriptive studies. This method is used because the intention the study was to describe the existing recruitment and selection practice of AAWSA.

The researcher also used both quantitative and qualitative methods. This method is relevant that the research involve measurement of quantities where the responses of employees obtained through questionnaire has analyzed and interpreted quantitatively. Hence, the data collected through questionnaire are summated, tabulated and converted to percentage for interpretation. The research also deals with qualitative phenomena where issues like the analysis of recruitment and selection policies, challenges of recruitment and selection as responded in the interview are describe and interpreted qualitatively.

3.2 Populations, Sample Size and Sampling Techniques

The total population of the study, the size of the sample taken and the sampling techniques that the researchers were used are presented bellow.

3.2.1 Population

The total population of the study is employee of Addis Ababa Water and Sewerage authority who work at the head office. There are 240 employees, who work in different departments.

3.2.2 Determination of Sample Size

It is very expensive in terms of money and time to collect data from the population, so that the Researcher has to determine sample, which is representative for the total population.

The researcher used the following formula to decide the sample size from the total population. The formulas have developed by Taro Yamane (1973), the reason to choose this formula is for simplicity to determine the sample size of finite population. According to Yamane, for any sample given the estimated population proportion of 0.05 and 95% confidence level, the sample sizes have given by:

$$n=N/[1+N(e)^2]$$

Where,

n is the sample size

N is the total population size, and

e is the level of the precision or sampling error= (0.05)

Therefore

$$N=240$$

$$n =240/[1+240(0.05)^2]$$

$$n=150$$

Hence, the sample size for this research was 150 employees of AAWSA.

3.2.3 Sampling Techniques

A simple random sampling technique was used to select respondents from the various departments with the exception of the Human Resource Department and other management bodies. This is because the population will have an equal chance

of being selected. Simple random sampling method considered the simplest; most convenient and bias free selection method. Significantly, the purposive sampling technique, which is a non-probability sampling technique were used to select respondents who deal directly with recruitment and selection from the Human Resource Department and management bodies. This was because the researcher wanted to deal with only typical cases based on the objectives of the study.

3.3 Sources of Data

Both primary and secondary source of data were used in conducting the research.

3.3.1 Primary Data

The primary data gathered from employees of AAWSA through questionnaire and HR staffs through structured interview method.

3.3.2 Secondary Data

The study also used secondary data in collecting information. The sources of the secondary data include books, internet search, articles, and journals among others. This helped to identify how others have defined and measured key concepts, the data sources that of others used and to discover how this research project has related to other studies.

3.4 Data Gathering Tools

The research tool used for data collection was questionnaires and interview method. The researcher prepared the questionnaires to be respond by the sample employees of the organization. The questions were designed to make the purpose of the study successful after the results have been ascertained. This instrument gave expected information about the recruitment and selection procedures or practices. The purpose of using questionnaire was to identify and assess the effectiveness of the recruitment and selection practices of AAWSA. This consists of closed ended type of questionnaires. The questionnaire method is selected because accurate and

adequate information is collected hence helping in giving a clear and precise conclusions. Additionally, participants researched through this method are given adequate time to respond to the provided questions and hence the possibility of providing accurate answers is relatively high. The interview method used to supplement information provided through the questionnaire method. The questionnaire checklists are adopted from other research works.

3.5 Procedure of Data Collection

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

3.6 Pilot Testing

As cited by Samuel, Stangor (2010,p.100), “pilot testing involves trying out a questionnaire on a small group of individuals to get an idea of how they react to it before the final version is created”. A pilot study was conduct to test clarity and sustainability before the instruments for the data collection were distributed to the respondents. The researcher began by pilot testing the research instrument on a small sample of respondents on the target population that have similar characteristics to the target population.

3.6.1 Validity

Validity refers to the extent of accuracy of the results of the study. According to R. Kothari (2004), Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. Validity is the extent

to which differences found with a measuring instrument reflect true differences among those being tested .as stated on the methodology, questionnaire used to collect the primary data. Meanwhile, the questionnaire has adopted from different accredited sources. Therefore, to assure validity of the instrument, the researcher has given a chance for professionals on the area to review the questionnaire and the advisor validated it.

3.6.2 Reliability

Reliability refers to the stability of the measure used to study the relationship between the variables (Ghaurri & Gronhaug 2005,81). A measurement instrument is reliable if it provides consistent results, (R. Kothari, 2004). Hence, to prove reliability of the instrument, the researcher has distributed some questionnaire as a pilot test and then makes some adjustment if there is any inconsistency. Finally, reliability of the questionnaire has been testing by using Cronbach's Alpha. Cronbach's Alpha is the most common way to assess the reliability of self-report items. It has a maximum value of 1.0. Values closer to 1.0 reflects a strong relationship between the test items.

Table 3.1 Cronbach's Alpha Value

No	Items	Cronbach's Alpha value
1	Suitability of Internal Recruitment Practice	0.87
2	Effectiveness of External Recruitment Practice	0.83
3	Effectiveness of Selection Test	0.81
4	Appropriateness of Selection Interview	0.89
5	Arrangements of Orientation program	0.85
6	Average value	0.85

Source: Owen survey 2017

Instruments has generally considered reliable when they have an alpha value of 0.70 or higher on a scale of 0 to1 (Rubin & Bobbie, 2009).As it can be seen in the above table, alpha values range from 0.81 to 0.85,indicating the calculated alphas are above threshold. This shows that there was high consistency of reliability for distributed questionnaires.

3.7 Method of Data Analysis

The collected data has been sorted through applicable table. The necessary analytical device, such as frequency and percentage were used. The items were grouped based on the responses given by the respondents were coded for easy usage of the Statistical Package for Social Sciences (SPSS).

3.8 Ethical Consideration

The employees at AAWSA were treated fairly. Every individual involved in the study was entitled to the right of privacy and dignity of treatment, and no personal harm was caused to subject in the research. They are informed that the data filled by them in the questionnaire remained confidential and used only for academic purpose. To avoid humiliating situation for the employees and the researcher, no names and designations were taken in the questionnaire. For some of the questions even 'Neutral 'option was given in case they are uncomfortable in answering. All assistance, collaboration of others and source from which information was drown were acknowledged.

CHAPTER FOUR

Data Analysis and Interpretation

This chapter presents the results, analysis interpretation and discussion of the data collected. The results hasdisplayedaboutthe order of arrangement of the questionnaires. The major findings have briefly presented and discussed consequently.

4.1 Response Rate of the Questionnaire

The copies of questionnaire distributed to the respondents, number of questionnaire returned and the percentage of returned questionnaire was analyzed below.

Table 4.1 Summary of Questionnaire distributed, Returned

Types of Respondents	Copies of Questionnaire Distributed	Number of Questionnaire Returned	Percentage of Returned Questionnaire
Employees of AAWSA at head office with the exception of HR staff	150	150	100%

Source: - data collected from questionnaires, 2017

As it can see from the above table 4.1, out of 150 questionnaire issued for respondents, 100% valid questionnaires responses were achieved.

4.2 Demographic Characteristics of Respondents

It is important to discuss about the demographic characteristics of the respondents to know the distributions of the authorities' employee profile. The profiles of respondents in terms of gender, age, level of education and years of services are discussed below.

Table 4.2 Demographic Data of the Respondents

I. Gender distributions	Number of Respondents	Percentage
Female	45	30
Male	105	70
Total	150	100
II. Age distribution	Number of Respondents	Percentage
18-25	3	2
26-35	36	24
36-45	87	58
46 and above	24	16
Total	150	100
III. Level of Education	Number of Respondents	Percentage
2 nd degree	6	4
1 st degree	90	60
College diploma	45	30
Others	9	6
Total	150	100
IV. Years of service	Number of Respondents	Percentage
Less than one year	0	0
1-5 years	27	18
6-12 years	102	68
13-18 years	15	10
19 years and above	6	4
Total	150	100

Source: data collected from field survey, 2017

Table 4.2 shows that, 105 of respondents representing 70% of the total number of participants were males while 45 representing 30% of the total number were females. This clearly shows that the authority has more male workers than females, which AAWSA needs to ensure the equal employment between male and women.

The table also indicates that, 3(2%) of respondents belong to the age category of 18-25 and 36(24%) of respondents are aged between 26-35. 87(58%) of the respondents aged between 36-45 years. Respondents who aged above 45 constitute 21(14%). This indicates that the authority has many young employees, which helps to accomplish its objective.

Moreover, the table indicates that out of 150 respondents, 6(4%) of the respondents are second-degree holders, 90(60%) of the respondents are first degree holders and 45(30%) of the respondents are diploma holders the remaining 9(6%) of the respondents are other than the specified educational levels. From the table it is realized that, the organization has several levels of qualified personnel to carry out the day-to-day activities of the organizations.

Furthermore, the table elaborates that none of the respondents have served the authority less than one year. 27 respondents, which represent 18% of the participant, have served 1-5 years, 102 respondents representing 68% of the sample have served for 6-12 years, 15 respondents representing 10% of the sample have served for 13-18 years, 6 respondents, representing 4% of the sample have served the authority for 19 years and above. This clearly shows that the majority of respondents had spent from 6 years and above at the authority. Thus, it can be realized that the authority holds employees with vast experiences that helping the authority to achieve its objectives.

4.3 Data Analysis Related to the Study

This section presents the analysis and Interpretation of responses obtained from the respondents

4.3.1 General Recruitment and Selection Issues

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

Table 4.3 Availability of Recruitment and Selection Policy in AAWSA

Statements	Responses	Number of Respondents	Percentage
AAWSA has a clear policies and HR plan for recruitment and selections	Strongly disagree	3	2
	Disagree	6	4
	Neutral	15	1
	Agree	96	64
	Strongly agree	30	20
Total		150	100

Source: data collected from questionnaires, 2017

From the table 4.3 above, one can realize that out of 150 respondents, 96(64%) of respondents agree and 30(20%) respondents strongly agreed with the statement, that the Authority has a clear Policies, procedures and plan for recruitment and selection of employees. On the other hand, 6(4%) respondents disagree and 3 respondents strongly disagree that the authority has a clear policies, procedures and HR plan for recruitment and selection. 15(1%) respondents are not sure if the authority has clear recruitment and selection policies, procedures and plan. So it can be concluded that the majority of the respondents are aware of that AAWSA has a clear recruitment and selection policy which helps them to perform their tasks as per the policy. It was also learned from the interview that AAWSA has a clear recruitment and selection policy but the job descriptions for different positions are not available. From the interview it can be concluded that the new candidates are not aware of detail duties and responsibilities such as what to do, how to do to whom reporting to, and what working environments looks like. Ultimately this may lead to misunderstanding between the superior and subordinates, Job dissatisfaction and poor performances.

Table 4.4 Conformity of recruitment and selection practice with the policy

Statements	Responses	Number of Respondents	Percentage
HR department of AAWSA follows the recruitment and selections polices	Strongly disagree	24	16
	Disagree	48	32
	Neutral	42	28
	Agree	30	20
	Strongly agree	6	4
Total		150	100

Source: data collected from questionnaires, 2017

As it can be observed from table 4.4 above, 48(32%) of the respondents disagree and 24(16%) of the respondents strongly disagree that HR department of AAWSA strictly follows policies and procedures of recruitment and selection. On the other hand 30(20%) of the respondents agreed and 6(4%) of the respondents strongly agreed that HR department of AAWSA strictly follow policies and procedures of recruitment and selection. 42(28%) of the respondents are not sure whether HR department of AAWSA strictly follow policies and procedures of recruitment and selection. From here, it can be concluded that the majority of the respondents are disagreeing that AAWSA follows recruitment and selection policy. This indicates that there is a deviation between the practice and the policy, which is not appropriate at any level of position that it opens room for inconsistency in the recruitment and selection practice.

Table 4.5 Allocation of budget for recruitment and selection

Statement	Responses	Number of respondents	Respondents Percentage
AAWSA allocates reasonable budget for Recruitment and Selection.	Strongly agree	27	18
	Agree	75	50
	Neutral	36	24
	Disagree	9	6
	Strongly disagree	3	2
Total		150	100

Source: data collected from questionnaires, 2017

As shown from the table 4.5 above, 75(50%) of the respondents agree and 27(18%) of the respondents strongly disagree that AAWSA allocates reasonable budget for recruitment and selection. In contrast, 9(6%) of respondents disagree and 3(2%) of the respondents strongly disagree that the authority does not allocate reasonable budget for recruitment and selection. The table also shows that 36(24%) of the respondents are not sure whether the authority allocates reasonable budget for recruitment and selection. Thus it can be conclude that the majority of the respondents agree that reasonable budgets are allocated for recruitment and selection process. But it was learned from the interviews with HR staff that the authority does not allocate reasonable budget for recruitment and selection. This indicates that the respondents are not well aware about the allocation of budget. Thus it can be concluded that without allocation of reasonable budget, AAWSA are in problem to conduct proper recruitment and selection.

Table 4.6 The Proper Implementation of HR planning

Statement	Responses	Number of respondents	Percentage
Recruitment and selections were made based on the authority HR planning	Strongly disagree	30	20
	Disagree	75	50
	Neutral	24	16
	Agree	15	10
	Strongly agree	6	4
Total		150	100

Source: data collected from questionnaires, 2017

As shown in the table 4.6 above, 75(50%)respondentswere disagreeing and 30(20%) respondents are strongly disagreeing that the authority implements Recruitment and Selection as per the HR plan. On the other hand,15(10%)respondents are agreed and 6(4%) respondents are strongly agreed that the authority implements Recruitment and Selection as per the HR plan. Whereas, 24(16%) respondents are neutral to give opinion about the issue. From the table shown above, one can realize that the majority of the respondent which is about 70% of the respondents agreed that the authority has not implement the Recruitment and Selection practice as per the HR plan. It’s also understood from an interview with the HR staff that AAWSA has annual plan for recruitment and selection but they admitted that due to many reasons the authority has not implemented recruitment and selection as per the plan. The HR department of AAWSA is always concerned with routine activities, that it could not do its activity strategically. Therefore, it can be conclude the authority recruitment and selection practice are not conducted based on plan. This could result in an immediate and long-term impact on organizational functioning, employee recruitment organizational goal achievement.

Table 4.7 Representation of Selection Committee

Statement	Responses	Number of respondents	Respondents Percentage
The selection committee were represented from labor union and management bodies	Strongly disagree	0	0
	Disagree	0	0
	Neutral	3	2
	Agree	120	80
	Strongly agree	27	18
Total		150	100

Source: data collected from questionnaires, 2017

Table 4.7 shows that, 120(8%) of the respondents agree and 27(18%) of the respondents strongly disagree that the authority selection committee were represented from labor union and management bodies. On the other hand 3(2%) of the respondents were not sure whether the selection committee represents from the management and labor union. From the above table one can realize that almost all respondents are aware of that the selection committee selected from management and labor. The finding clearly shows that the authority are highly collaborate with the labor union to avoid disagreement between the management and labor union and ultimately helps to keep the industry peace in the authority.

4.3.2 Practices of Recruitment

Recruitment practice analyzed in terms of alternative sources of recruitment (internal and external sources). It can be realized in terms of transfer and promotion of internal employee, internal vacancy announcement, external advertisement and, application process. In this section, responses of learners based on these parameters has presented and analyzed in the subsequent tables.

4.3.2.1 The Internal Recruitment Practice

Internal sources refer to recruiting employees from within the organization. Recruiting candidates from internal source have different benefits such as reducing labor turn over. Effective internal recruitment helps to build a strong corporate culture, which fosters historical knowledge among employee. In this section the practice of transfer and promotion, vacancy announcement, the time given for the job posting and other related issue are discussed below.

Table4.8 Suitability of Internal Recruitment Practice

No.	Statement	Responses	Number of respondents	Respondents Percentage
8.1	The transfer and promotion of employees are based on performance.	Strongly disagree	33	22
		Disagree	102	68
		Neutral	12	8
		Agree	3	2
		Strongly agree	0	0
Total			150	100
8.2	The internal vacancy announcement for open positions is clearly posted on the notice board that all employees have an access to view.	Strongly disagree	0	0
		Disagree	0	0
		Neutral	3	2
		Agree	123	82
		Strongly agree	24	16
Total			150	100
8.3	The time period given to job posting is reasonable	Strongly disagree	0	0
		Disagree	3	2
		Neutral	6	4
		Agree	129	86
		Strongly agree	12	8
Total			150	100
8.4	AAWSA usually made an internal vacancies for open position before conducting external vacancies	Strongly disagree	0	0
		Disagree	3	2
		Neutral	9	6
		Agree	108	72
		Strongly agree	30	20
		Strongly disagree	0	0
Total			150	100

According to the table 4.8 above, responses to item 8.1 indicates that 33(22%) of respondents strongly disagree and 102(68%) of respondents disagree that the transfer and promotion of employees are not based on performances. 12(8%) of the respondents are neutral to argue about the issue. Only 3(2%) of the respondents are agree that the transfer and promotion of employees are based on performances. Thus the majority of the respondents argue that the transfer and promotion of employees were not done based on employee performances rather it is conducted on the basis of their service year. The finding clearly shows that efficient employees are dissatisfied with the selection criteria. It was also confirmed in the interview that. Internal recruitment motivates employee especially who has vast experience in

the authority and build the authority corporate culture. However, the majority of employees are dissatisfied due to the selection criteria of internal vacant post hence; transfer and promotion are conducted based on service year rather than performances. Thus it can be said that the authority selection criteria is discourages efficient employees and resulted in job dissatisfaction.

Responses to item 8.2 elaborates, 123(82%) of the respondents are agree and 24(16%) of the respondents are strongly disagree that the vacancy announcement for open positions are clearly posted on the notice board that all employees have an access to view it. only 3(2%) of the respondents are not sure whether the vacancy announcements are clearly posted or not. None of the respondents are either disagree or strongly disagree that the internal vacancy announcement are clearly posted on the notice board. This clearly shows that the vacancy announcements of AAWSA are transparent which creates trust between the authority and employee.

According to response item 8.3, 129(86%) of the respondents are agree and 12(8%) of the respondents are strongly disagrees that the time period given for job posting is reasonable. 6(4%) of the respondents are neutral to give opinion about the issue. From this, one can realize that the time given for job posting is reasonable. Thus, it can be conclude that due to reasonable time is given for job posting, the authority would have an opportunity to invite as much potential candidates as possible and ultimately have a chance to get the right person to the right job.

On the same table response to item 8.4 shows that, 108(72%) of the respondents are agree and 30(20%) of the respondents are strongly disagree that AAWSA usually made an internal vacancies for open position before conducting external vacancies. Whereas 3(2%) of the respondents are disagree about the issue. 9(6%) of the respondents are not sure if the authority conducts internal vacancy before external vacancy are made. As shown in the above table, AAWSA give priority for internal vacancy before conducting external vacancies. Thus, it can be concluding that the authority restricts vacancies in order to motivate existing employees which results in retain employee who are efficient and have vast experiences. Restricting the

vacancy to internal candidate can also help retain employees who might otherwise have left the organization (Sutherland & Canwell, 2008).

4.3.2.2 External Recruitment

Advertisement is one of the most common and popular methods of external recruitment under which the job vacancy is announced through different print and electronic media. As cited by Nel et al. (2009:226), an advertisement has communication as its basic underlying principle and it should be worded in a manner that triggers responses from job seekers. The coverage, content and method of advertisement conducted by AAWSA has discussed below.

Table 4.9 Effectiveness of External Recruitments

No	Statement	Responses	Number of respondents	Respondents Percentage
9.1	The job advertisement were posted in a well-known advertisement method that has a large coverage	Strongly disagree	6	4
		Disagree	18	12
		Neutral	33	22
		Agree	72	48
		Strongly agree	21	14
Total			150	100
9.2	The authority vacancy advertisement methods are conducted according to the nature of the job.	Strongly disagree	3	2
		Disagree	9	6
		Neutral	51	34
		Agree	81	54
		Strongly agree	6	4
Total			150	100
9.3	The job advertisement consists of all the necessary detail information about the job requirements.	Strongly disagree	3	2
		Disagree	12	8
		Neutral	48	32
		Agree	78	52
		Strongly agree	9	6
Total			150	100
9.4	The application process for the open position was short and comfortable for applicants.	Strongly disagree	12	8
		Disagree	24	16
		Neutral	57	38
		Agree	48	32
		Strongly agree	9	6
Total			150	100

Source: data collected from questionnaires, 2017

As explained on table 4.9, concerning the large coverage of advertisement (item 9.1), 72(48%) of the respondents are agree and 21(14%) of the respondents are strongly disagree that AAWSA made vacancy advertisement for open position through advertisement method which has a large media coverage. Whereas 18(12%) of the respondents are disagree and 6(4%) of the respondents are strongly disagree that AAWSA was poor in using large media coverage for vacancy advertisements. 51(34%) of the respondents are not aware of whether AAWSA uses large media coverage for vacancy advertisements or not. From the above response it can be conclude that AAWSA's commitment to announce vacancies in large media coverage is very high. This helps the authority to get a lot of applicants which in turn helps to get quality of applicants.

Concerning the details of job advertisement, the above table item 9.2 shows that, 81(54%) of the respondents agree and 6(4%) of the respondents strongly agree that the authority vacancy advertisement is conducted according to the nature of the job. On the other hand, 9(6%) of the respondents are disagree and 3(2%) of the respondents strongly disagree that the vacancy advertisement is made according to the nature of the job. 51(34%) of the respondents are neutral to give opinion about the argument. As it can see from the above table, the majority of the respondents agree that the authority conducts vacancy advertisement based on the nature of the job. Thus it can be conclude that the authority reduces unnecessary cost and time.

From the above table concerning response item 9.3, 78(52%) of the respondents are agree and 9(6%) of the respondents are strongly disagree that the job advertisement consists of detail information about the job requirements. On the other hand 12(8%) of the respondents disagree and 3(2%) of the respondents strongly disagree that the job advertisement consists of all the necessary detail information about the job requirements. 48(32) respondents are not sure if the job advertisement consists detail information about the open position requirements. According to above response the job advertisement provides all the necessary detail information,

which helps to the applicant to aware what the vacant post requires and helps to ease the recruiting process.

According to the above table, response item 9.4 shows that 48(32%) of the respondents agree and 9(6%) of the respondents are strongly disagree that the application process for the open position were simple and comfortable for applicants. Whereas 24(16%) of the respondents are disagree and 12(8%) of the respondents are strongly disagree that the application process for open position were simple and comfortable for applicants. 57(38%) of the respondents are neutral to give opinion about the issue. Thus, it can be conclude that AAWSA has relatively effective and well-managed recruitment process.

4.3.3 Practices of Selection

An effective practice of selection process, job seekers need to pass through all the common steps such as selection test, selection interview, reference and background check, medical test, job offer and orientation. In this section, the extent to which respondents go through all the selection process are discussed below.

4.3.3.1 Selection Tests

Formal selection test is important in the selection process, when properly set and administered. The section tests focuses on evaluating the effectiveness of selection test with reference to its relevance to the vacant post, its proper administration and inclusion of relevant items.

Table 4.10 Effectiveness of Selection Test

No	Statement	Responses	Number of respondents	Respondents Percentage
10.1	The selection test given to the candidates are relevant to the job.	Strongly disagree	6	8
		Disagree	27	18
		Neutral	30	20
		Agree	63	32
		Strongly agree	24	16
	Total		150	100
10.2	The selection question measures knowledge, skills and ability required for the open position	Strongly disagree	3	2
		Disagree	9	6
		Neutral	42	28
		Agree	78	52
		Strongly agree	18	12
Total			150	100

Source: data collected from questionnaires, 2017

According to the table 4.10 above, response item 10.1, 63(32%) of the respondents agree and 24(16%) of the respondents are strongly disagree that the selection test given to the candidates were relevant to the job. 27(18%) of the respondents disagree and 6(8%) of the respondents strongly disagree that the selection test given to the candidates were relevant to the job. 30(20%) of the respondents are neutral to argue about the issue. From the above response, one can realize that the majority of the respondent believes that the selection test given to the candidates were relevant to the job. Thus, it can be concluded that the authority can have competent, proper and the right person to the right position.

As demonstrated on table 4.10 concerning the selection question item 10.2 shows that 78(52%) of the respondents agree and 18(12%) of the respondents strongly agree that the selection question measures knowledge, skill and ability required for the open position. Whereas 9(6%) of the respondents disagree and 3(2%) of the

respondents strongly disagree that the selection question measures knowledge, skill, and ability required for the open position. 42(28%) of the respondents were neutral to give opinion about the argument. As explained by the respondents one can realized that the majority of the respondents have the same opinion that the selection test measures knowledge, skill and attitude. It is also confirmed in the interview with HR department that, the selection test measures skill, knowledge and attitude. The department also elaborates that the authority provides different tests like written test, oral (interview) test and practical test (when necessary) in order to make the tests measurable. Thus it can be conclude that the authority is on the right track with respect to selection test.

4.3.3.2 Selection Interview

According to Mathew and Jackson (2006), a selection interview designed to identify information on a candidate and clarify information from other sources. In this section the effectiveness of interview practices in terms of, composition of interviewee, clarity of questions its relevance, procedure and feedback provision is seen bellow.

Table 4.11 Appropriateness of Selection Interview

No	Statement	Responses	Number of respondents	Respondents Percentage
11.1	The interview committee invites the concerned body during interview session	Strongly disagree	0	0
		Disagree	3	2
		Neutral	21	14
		Agree	87	58
		Strongly agree	39	26
Total			150	100
11.2	The interviewers were friendly.	Strongly disagree	42	28
		Disagree	63	42
		Neutral	33	22
		Agree	9	6
		Strongly agree	3	2
Total			150	100
11.3	Interviews are clear and are not ambiguous	Strongly disagree	3	2
		Disagree	9	6
		Neutral	15	10
		Agree	36	24
		Strongly agree	87	58
Totals			150	100
11.4	Reasonable times were given for hearing on the interview	Strongly disagree	21	14
		Disagree	72	48
		Neutral	27	18
		Agree	18	12
		Strongly agree	12	8
Total			150	100
11.5	Immediate feedback were given to all interviewees.	Strongly disagree	42	28
		Disagree	57	38
		Neutral	39	26
		Agree	9	6
		Strongly agree	3	2
Total			150	100

Source: data collected from questionnaires, 2017

Regarding to composition of selection committee table 4.11(item 11.1) indicates that, 87(58%) of the respondents agree and 39 (26%) of the respondents disagree that the interviewers were represented from various departments that have relevance to the job. Only 3(2%) of the respondents were strongly disagree and none of the

respondents were strongly disagree that the interviewers were represented from various departments that have relevance to the job. 21(14%) of the respondents were neutral about the issue. Thus it can be realized that the majority of the respondents agree that the concerned party (higher officials, experts) from various departments that have relevance to the job are invited to be a committee members during interview session. These enable the authority to choose the right candidates.

With respect to environment of interview session, (item 11.2) as illustrated on the above table 63(42%) of the respondents disagree and 42(28%) of the respondents strongly disagree that the interviewer were friendly and make the candidates free and relax to answer the question. On the other hand 9(6%) of the respondents agree and 3(2%) of the respondents strongly agree that the interviewer makes the interviewee free and relax to answer the question. 33(22%) of the respondents were not sure whether the interviewer makes free and relax the interviewee to answer the question. From the above respond, it can be conclude that the interview session does not make the candidates free and relax. This may cost the authority to lose the right candidates hence the candidates are not in a position to explain their idea freely.

Concerning to the clarity of interview question, from the above table (item10.3) shows that, 87(58%) of the respondents agree and 3(2%) of the respondents strongly disagree that interviews are clear and are not ambiguous. 15(10%) of the respondents disagree and 9(6%) of the respondents strongly disagree that interviews are clear and not ambiguous. 36(24%) of the respondents are neutral to give opinion about the argument. The finding shows that there are strong beliefs in majority of respondents that the interview questions are not ambiguous. This implies that the authority reduce risks of losing the right candidate because of ambitious questions.

According to the above table (item11.4) elaborates that, 72(48%) of the respondents disagree and 21(14%) of the respondent strongly disagree that reasonable time were given for an interview. Whereas 18(12%) agree and 12(8%) strongly agree that

enough time were not given for interview. 27(18%) of the respondents were not sure whether reasonable time were given for interview or not. As shown in the table, the majority of the respondents disagree that reasonable time was not given for interview. Thus it can be said that the interview committee does not provides reasonable time to interviewee so that the interviewee cannot express their idea briefly which results in difficulties to choose the right candidates.

Regarding the provision of immediate feedback (11.5) as indicated in the above table 57(38%) of the respondents were disagree and 42(28%) of the respondents strongly disagree that immediate feedback were given for both successful and unsuccessful candidates. Whereas 9(6%) of the respondents agree and 3(2%) of the respondents strongly agree that immediate feedback were given for both successful and unsuccessful candidates. 39(26%) of the respondents are neutral to give opinion about the arguments. Here it can be concluded that the majority of the respondents (which is about 66%) of the respondents were negatively evaluated the feedback giving mechanism. It is also confirmed in the interview that the authority only notify the results to the successful candidates to offer them the job. Thus it implies that the authority cannot use the opportunity to build a good employer brand through feedback method to both successful and unsuccessful applicants.

4.3.3.3 Reference and Background Check

Reference checks are used to verify the information that is supplied by applicant and are usually done telephonically. Although most referees are reluctant to respond to certain questions (Mathis and Jackson, 2006), reference checks can be used to gather as much information that will be used in deciding whether to appoint or decline to appoint the applicants. Responses on reference and back ground check of the authority are discussed below.

Table 4.12 Availability of Reference and Background Check

Statement	Responses	Number of respondents	Respondents Percentage
AAWSA usually conducts a background and reference check.	Strongly disagree	51	34
	Disagree	69	46
	Neutral	27	18
	Agree	3	2
	Strongly agree	0	0
Total		150	100

Source: data collected from questionnaires, 2017

From the table 4.12 above, 69(46%) of the respondents disagree and 51(34%) of the respondents strongly disagree that AAWSA conducts a back ground and reference check before job offer. Only 3(2%) of the respondents agree that the authority conducts a reference and background check before job offer. 27(18%) of the respondents are neutral provide opinion about the issue. From the above response it can be conclude that the authority does not conduct a reference and back ground check before offering a job. Thus it can be said the authority loses a chance to know about candidate’s information which helps to make decision to appoint or decline to appoint the candidates.

4.3.3.4 Medical Test

Applicants are often expected to undergo test(s) to determine if they are fit to perform the job, should they be appointed. Medical examination, also referred to as pre-placement medical testing, is conducted only where the applicants are required to use physical strength to successfully perform their duties (Mathis and Jackson, 2006). Conducting a medical test enables the organization to know whether the applicant is able to perform a job or not. In this section the response on the practice of AAWSA regarding this issue are elaborates below.

Table 4.13 Medical Test to check the health status of selected candidates

Statement	Responses	Number of respondents	Respondents Percentage
The selected candidates were sent to medical institution.	Strongly disagree	0	0
	Disagree	0	0
	Neutral	0	0
	Agree	120	80
	Strongly agree	30	20
Total		150	100

Source: data collected from questionnaires, 2017

Table 4.13 shows that, 120(80%) of the respondents agree and 30 (20%) of the respondents strongly agree that AAWSA sent the selected candidates to medical institution to check their physical and mental capability. None respondents are either disagree and strongly disagree or neutral about the arguments. From the table above we can understand that all respondents agree that AAWSA conducts a medical test. Thus, we can conclude that the authority is strictly following these steps in order to check whether the candidates are mentally as well as physically capable to perform the work. This in turn helps the authority protect itself from hiring inappropriate employee.

4.3.3.5 Job offer

Job offer is a final step in a selection process in which those applicants who have crossed all the previous hurdles. Accordingly in this section the effectiveness of job offer at AAWSA were explained below.

Table 4.14 Job offer

Statement	Responses	Number of respondents	Respondents Percentage
The HR departments issue a letter to the selected candidates	Strongly disagree	0	0
	Disagree	0	0
	Neutral	0	0
	Agree	138	92
	Strongly agree	12	8
Total		150	100

Source: data collected from questionnaires, 2017

The above table 4.14 shows that, 138(92%) of the respondents agree and 12(8%) of the respondents are strongly agree that the HR departments issue a hiring letter for the selected candidates that explain details, that include the starting dates, amount of salary, job grade and job title. None respondents were either disagree and strongly disagree or neutral about the issue. Thus it can be concluded that all respondents believe that HR department of AAWSA issue a letter to the selected candidates that explain details, that include the starting dates, amount of salary, job grade and job title. Thus it can be conclude that the authority have a good performances in this regard.

4.3.3.6 Job Description

Job description is a descriptive statement that describes the role, responsibility, duties and scope of a particular job. It also describes the job title, job location, position description, job summary, to whom reporting to, working conditions such as qualification that a person's relationship with other level members in the organization. Robinson and Coulter (2002,) defines a job description as a written statement of what a job holder does, how it is done, and why it is done that typically describes job content, environment, and conditions of employment. Accordingly this section discusses the effectiveness of job description at AAWSA.

Table 4.15 Provision of Job description

Statement	Responses	Number of respondents	Respondents Percentage
A Job description that given for the selected candidate at the time of job offer	Strongly disagree	48	32
	Disagree	102	68
	Neutral	0	0
	Agree	0	0
	Strongly agree	0	0
Total		150	100

Source: data collected from questionnaires, 2017

Table 4.15 shows that, 102(68%) of the respondents were disagree and 48(32%) of the respondents were strongly disagree that a job description were issued to selected candidates. Non-respondents were either agree and strongly agree or neutral about the issue. As it can see from the table above, AAWSA never, conduct to provide a detail job description to its employee. Candidates without knowing what to do, how to do and to whom reporting to is difficult to perform in a better way. Thus, we can conclude that it is very difficult to measure employee performance in AAWSA and consequently results in poor performance.

4.3.3.7 Orientation Program

Orientation is the planned introduction of new employees to their jobs, co-workers, and the organization (Mathis and Jackson, 2006). This is important to help new employees learn about the organization and the job in a short period and start to contribute toward achieving the institutions goal. Accordingly, this section analyzes the effectiveness of orientation practices at AAWSA.

Table 4.16 Arrangement of Orientation Program

Statement	Responses	Number of respondents	Respondents Percentage
The selected candidates were given an orientation on time.	Strongly disagree	6	4
	Disagree	12	8
	Neutral	36	24
	Agree	69	46
	Strongly agree	27	18
Total		150	100

Source: data collected from questionnaires, 2017

The above table 4.16 shows that, 69(46%) of the respondents agree and 27(18%) of the respondents strongly agree that the selected candidates were given an orientation about the mission, vision, goals of the authority and jobs, coworkers, benefits, rules, obligations and rights. Whereas 12(8%) of the respondents disagree and 6(4%) of the respondents strongly disagree that the selected candidates were given an orientation. 36(24%) respondents are not aware of whether the selected candidates were given an orientation or not. This shows that majority of the respondents believe that orientation were given for selected candidates. But it was learned from interview with HR staff that the orientation program by training center for new candidates are held very late and after new employees make an effort to adapt themselves with the existing employees and working environment. Thus it can be conclude that the orientation program do not add any value to new employees.

In addition to opinion survey made on questionnaire, the researcher conducts an interview on typical questions to management bodies and experts of HR departments. The researcher contacts a total of 10 members in which 3 members from management bodies and 7 from HR department team leaders and experts. Based on the interview the practice of recruitment and selections are discussed below:

Concerning with sources of recruitment used by the authority, all respondents (both management representative and HR departments) explains that the authority uses two sources of recruitment (internal and external sources). They also elaborate that special attention or priority was given for internal sources when open position is occurred. Thus it can be concluding that these help the authority to motivate and retain employee especially who has vast experience in the authority. However, the majority of employees are dissatisfied due to the selection criteria of internal vacant post hence; transfer and promotion are conducted based on service year rather than performances. Thus it can be said that the authority selection criteria is discourages efficient employees and resulted in job dissatisfaction.

With regard to methods of recruitment used by authority, Respondent from HR staff states thatAAWSA uses a media advertisement as a means of recruiting applicants under which the job vacancy were announced through different print and electronic media. The respondent elaborates that since media is followed by many people there is a chance to attract many quality candidates who fit with the open position. They also elaborates that theauthority also uses employee referrals in which existing employees recommend prospective candidates for the job offered. According to the respondents, the authority also uses a direct method in which recruiting qualified candidates from external sources by placing a notice of vacancy in an organization's notice board. From the above responses it can be seen that the authority uses different type of recruiting methods. Thus it can be conclude that the authority uses different alternatives recruitment method to find the right candidates. This implies that recruitment procedures need not be limited to one recruitment method in order to get the best of employees’.

With respect to the challenges of HR department encounters in the recruiting and selecting of employee, Responses from the interview indicate that one of the problem that faces to recruitment and selection practices at AAWSA were the availability of key talents in the job market for specialized areas within the authority. The respondents who shared this view stated that AAWSA as an

organization needs key talents to help run the authorities job and that is very difficult to find in the job market. Some respondents has also an opinion that labor turnover was another challenges of the authority. The respondents explained that most employees leave the institution shortly after offered a job which goes a long way to affect the authority as money has to spent again in recruiting and selection process. The respondents also gave their opinion that the other and major problems of AAWSA are poor implementation of HR planning. Getting the right people in the right place at the right time requires proper implementation of HR planning. Without proper implementation of HR plan, it is difficult to achieve organizational objectives. Thus it can be conclude that the authority is at risk in loosing right talent to fill key position and ultimately loses productivity.

Another issue was raised by the researcher that how the recruitment and selection process of AAWSA could be improvedthe responses were as follows:

5(50%) of the respondents forward their opinion that there should be a proper implementation of HR planning. 2(20%) of the respondents states that allocation of reasonable budget improve recruitment and selection. Without allocation of enough budget improvement is unthinkable. 2(20%) of the Respondents also explains that inclusion of key talents could facilitate the recruitment and selection process. 1(10%) of the respondents explained that the HR department should have its own freedom to exercise duties as per polices, guidelines and procedures. As it can see from the above responses, the majority of the respondents elaborate that the HR department should strictly implement human resource planning. Thus from the respondents it can be conclude that poor implementation of human resource planning is the major problem of AAWSA that has to be given special attention. More over the authority needs to make a further analysis in terms of allocating reasonable budget for recruitment and selection, inclusion of key talents, above all proper implementation of human resource planning to improve the recruitment and selection practice in the authority.

CHAPTER FIVE

Findings, Conclusions and Recommendations

This part of the study presents summary of major findings together with conclusions of the analysis and recommendations made to address the main problems identified from the study in line with the objectives.

5.1. Summary of Major Findings

The objectives of the study were to identify the practices of existing recruitment and selection at AAWSA. Based on the thematic areas, the followings are the findings obtained from the analysis of the data gathered from the survey conducted.

1. General Issue On Recruitment and Selection

- ✓ AAWSA has a recruitment and selection policies, procedures, and plan but there were poor implementation of HR planning. AAWSA has annual plan for recruitment and selection but the authority has not implemented recruitment and selection as per the plan. The HR department of AAWSA was always concerned with routine activities, that it couldn't do its activity strategically.
- ✓ With regard to the composition of the selection committee, it was representing from management bodies and labor unions.
- ✓ Concerning with transfer and promotion, priority was given for internal employee when open position are occurred in order to motivate existing employee. But, the opinion survey shows that the majority of employees are not motivated because of selection criteria hence, transfer and promotion are conducted based on service year rather than performances. This resulted in job dissatisfaction, poor employee performances; ultimately employee turnover and reduction of productivity.

2. Effectiveness Of Recruitment Practices

- ✓ The advertisement is found effective that it presents the necessary detail information about the job. It is also found effective that the advertisement is released on media that has large media coverage.
- ✓ The recruitment practice of AAWSA was found effective that it undertakes application process efficiently and gave immediate feedback to applicant who gets recruited. But is not found effective that feedback was not given for unsuccessful applicants.

3. Appropriateness of Selection Process

- ✓ The selection interview was successful that measures KSA' relevant to the job, but the interview session does not create friendly environment for interviewees.
- ✓ The authority fails to provide detail job description to its employee.
- ✓ Finally, the orientation was in effective hence new candidates are not introduced to work and work environment on time.

5.2 Conclusions

Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success. 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 caliber of candidates attracted. Hence, based on the findings the following conclusions were drawn:

1. From the analysis, recruitment and selection is one of a prime importance to AAWSA in order to get the best of employees. However, it faces lots of problems in to recruit its workforce. The authority has recruitment and selection policy, procedure and plan but the HR staff and other recruiting bodies haven't put into practice as it is. The HR department of AAWSA was always concerned with routine activities, that it couldn't do its activity

strategically. Therefore it can be conclude that the authority recruitment and selection practice were not conducted based on plan rather it was conducted on the basis of solving immediate problems which affects the overall plans of the organizations.

2. The authority fails to include, reference checking in its selection steps which is used to gather as much information as possible that will be used in deciding whether to appoint or decline to appoint the applicants. Thus it can be conclude that the authority hired candidate without knowing their back ground. Which resulted in there will be a possibility of hiring in appropriate candidates.
3. The authority also fails to provide feedback to unsuccessful candidates. This implied that the authority cannot use the opportunity to build a good employer brand through feedback method to both successful and unsuccessful applicants.
4. The internal recruitment and selection practices of the authorities are based on employee service year. Thus it can be conclude that an efficient employee are de motivated and as a result decreases performances which lead to a decrease in productivity.
5. The authority considers different alternative sources of recruitment, but it always gives priority for internal source and then looks for external recruitment. This might motivate the existing employee but it limits the chance to find the right person for the open position from a large pull of applicants.
6. The authority fails to provide detail job description to its employee. This implies that employees have no idea about the role, responsibility, duties and scope of a particular job, working conditions, what to do and to whom reporting to. Thus it can be conclude that the performance rates of the authority employees are very less. This implies that it would have a negative impact on productivity and organizational goal achievement.

5.3 Recommendations

Based on the entire study, the following suggestions were forwarded for the Authority management consideration:

1. The study found that there is inappropriate implementation of human resource planning in the Authority. Thus the Authority needs to conduct proper implementation of human resource planning In order to forecast the future demand, supply and requirements of the current and potential employee.
2. As the study shows, the internal recruitment and selection practices (transfer and promotion) of the authority are not conducted based on employee performances rather on the bases of service year. Due to this most of the employees are discouraged. Thus the authority needs to incorporate performance as selection criteria in order to motivate efficient employee and to achieve organizational objectives.
3. The study also found that the authority does not provide a job description to its employee. Thus it is recommended to provide a job description that describes detail duties and responsibilities to the selected candidate at the time of job offer so that the employee can have an access to know their duties and responsibilities.
4. It is also found that new candidates are not introduced to work and work environment on time. Thus the training center needs to design appropriate and timely orientation program in order to lay a foundation for the new employee's entire career with the authority. Hence first impressions are important to new employee for their future stay.
5. The finding shows that the authority conducts poor implementation of HRP, Poor budget allocation for recruitment, poor selection criteria of internal employee and other problem mentioned on the study. Thus the authority needs to revise and made further analysis in its recruitment and selection practice in order to bring an improvement on this issue.

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Appendix 1

A Questionnaire to be Completed by Employees

Dear Respondents,

This questionnaire is prepared by Ambaye Assefa, a graduating student of St.Mary University studying in Masters of Business Administration (MBA).

As a part of my study, I am expected to submit a research thesis. I am undertaking a study on the Recruitment and Selection practices of Addis Ababa water and sewerage authority (AAWSA). The objective of this questionnaire is to collect data on the assessment of recruitment and selection process in AAWSA which is used to prepare a thesis in partial fulfillment of MBA degree.

You are kindly requested to read the questions thoroughly and respond accordingly. It would be very much appreciated if you could complete this questionnaire as objectively as possible. The information given is only for academic purpose and would be treated as confidential.

Thank you very much in advance for your cooperation and participation.

General Instructions

✓ *Please do not write your name*

PART I: Demographic Profile of the Respondents

Instruction: answer the question by putting a tick mark (✓) in the space provided you think is right.

1. Gender: a) Male b) Female
2. Age: a) 18-25 b) 26-35 c) 36-45 d) 46 and above
3. Educational level:
a) College Diploma. b) 1st Degree
c) 2nd Degree d) Others
4. How long have you been working in the authority?
a) Less than 1 years b) 1 – 5 years
c) 6-12 year d) 13-18 years e) 19 years and above

PART II: Opinion Survey on Recruitment and Selection at AAWSA

Instruction: For each of the statement below indicate your level of agreement by putting a tic mark (√) on the space provided.

Rating Scale:

1= Strongly Disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly agree

NB: AAWSA means Addis Ababa Water and Sewerage Authority

1. General issue about Recruitment and selection

No	Statements	Responses				
		1	2	3	4	5
1	AAWSA has a clear policies, procedures and plan for recruitment and selection					
2	The HR department of AAWSA strictly follows policies and procedures of the recruitment and selections					
3	The authority allocates reasonable budget for HR planning					
4	Recruitment and selections were made based on the authority HR planning					
5	The selection committee were represented from labor union and management bodies					

2. Information on Internal and External Recruitment

No	Statements	Responses				
		1	2	3	4	5
	A. Internal Recruitment					
1	The transfer and promotion of employees are based on performances					
2	The vacancy announcement for open position is clearly posted on the notice board that all employees have an access to view.					
3	The time period given to job posting is reasonable					

4	The authority restricting vacancies to internal candidates in order to motivate employee					
B. External Recruitment						
5	The job advertisement were posted in a well-known advertisement method that has a large coverage					
6	The authority vacancy advertisement methods are conducted according to the nature of the job.					
7	The job advertisement consists all the necessary detail information about the job requirements					
8	The application process for the open position were simple and comfortable for applicants					

3. Information on selection

NO	Statements	Responses				
		1	2	3	4	5
1.Selection test						
1	The selection test given to the candidates are relevant to the job.					
2	The selection question measures knowledge, skills and ability required for the open position.					
2.Selection interview						
3	The interviewers were represented from various departments that have relevance to the job.					
4	The interviewers were friendly and make you free & relax to answer the question.					
5	Interviews are clear and are not ambiguous					
6	Reasonable times were given for hearing on the interview.					
7	Immediate feedback were given to all interviewees (for all successful & unsuccessful interviewees)					
3. Reference and background check						
8	AAWSA usually conducts a background and reference check before offering a job					

	4. Medical test					
9	The selected candidates were sent to medical institution to determine whether they are physically and mentally capable to perform the work.					
	5. Job offer					
10	The HR departments issue a letter to the selected candidates that explain details, that include the starting dates, amount of salary, job grade and job title.					
11	A Job description that describes detail duties and responsibilities are given for the selected candidate at the time of job offer					
	6. Orientation after Job offer					
12	The selected candidates were given an orientation about the mission, vision, goal of the authority, job, coworkers, benefits, rules, obligations and rights after job offer.					

Appendix 2

Interview Questions on Recruitment and Selections

For

Management Bodies and HR Staffs

1. Has AAWSA a clear policies, guidelines and HR planning for recruitment and selection?
2. Does AAWSA implements recruitment and selection according to HR planning?
3. Does AAWSA allocates budget for Recruitment and Selections
4. What are the sources of recruitment that AAWSA used?
5. What methods of recruitment are used by AAWSA?
6. Does the selection test measure knowledge, skill and ability for open position?
7. Does the HR department provide feedback for both successful and unsuccessful candidates?
8. What are the problems that AAWSA face in recruitment and selection practice?
9. How recruitment and selection practices of AAWSA can be improved?

Thanks for your kindly cooperation!

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

Advisor

Signature & Date

St Mary's University, Addis Ababa