



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

**ASSESSMENT OF CHALLENGES OF RECRUITMENT AND  
SELECTION PRACTICES FOR WASH PROJECT AT POPULATION  
SERVICE INTERNATIONAL ETHIOPIA (PSI/E)**

**BY  
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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE  
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## **DECLARATION**

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Ato Shoa Jemal. (Ass Professor) All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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## **ENDORSEMENT**

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

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Advisor

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Signature & Date

St Mary's University, Addis Ababa

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## **List of Acronyms/ Abbreviation**

HR: Human Resource

HRP: Human Resource Planning

PSI/E: Population Service International Ethiopia

SPSS: Statistical Package for Social Sciences Software

WASH: Water Sanitation and Hygiene

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## **Abstract**

*Recruitment and selection is the process of attracting individuals on a timely basis, in sufficient number and with appropriate qualifications. The research focuses on practices of employee recruitment and selection at Population Service International Ethiopia (PSI/E). The purpose of the study comprises assessing the current recruitment and selection practices adopted by PSI/E, source of recruitment and selection used by the organization, shortcoming faced related with the recruitment and selection process and recognizing features that will upgrade recruitment and selection process in PSIE. The design of the study was a descriptive study. Quantitative and qualitative methods of data analysis were used to examine and interpret the collected data. The target population of the study was employees of PSI/E who work at the head office. There are 74 employees who work in different departments, among them 22 respondents were selected as a sample. A stratified sampling technique was used to select participants from the different departments. The data was collected using questionnaire and interview methods. Questionnaires were distributed to 22 sample respondent drafted form the total population of PSI/E at the head office where all were filled and returned. Interview was also held with HR management of the organization. The data gained through questionnaire were analyzed using frequency and percentage. The findings of the study shows that there is a poor implementation of HR planning in the organization. The organization also fails to allocate a separate rational budget for the recruitment and selection process. More over the organization flops to undertake medical checkup to testify employee physical fitness to perform the job. Thus, the organization needs to undertake extra analysis to its recruitment and selection practices.*

# **Chapter One**

## **Introduction**

The focus of this chapter is mainly to address the background of the study, background of the organization, Statements of the Problem, Research Questions, Objectives of the study, Significance of the study, Scope of the study, and Limitation of the study.

### **1.1. Background of the study**

Human resource management is an organization's function that entails all aspects that are associated with the human resource or work force in a particular organization, company or institution. It entails aspects like recruitment, coordination and control of the people working in an organization. Some of the issues linked with human resource management include hiring, compensation and benefits, safety and welfare, communication and motivation, employees' performance management and administration and training among others.

Recruitment is one of the major functions of HRM. It helps the manager to attract and select best candidates for the organization. (Parry, 2009) Parry & Wilson (2009) stated that "recruitment includes those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees (Zheng, 2009). Raymond J. Stone (2005) in the fifth edition of his book Human Resource Management defines recruitment as the process of 'seeking and attracting a pool of applicants from which qualified candidates for job vacancies within an organization can be selected.' According to Edwin B. Flippo, (1984) "Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization". Recruitment is an activity that links the employers and the job seekers. Therefore, we can say that recruitment is a process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applications from which new employees are selected. In simple terms, recruitment is understood as the process of searching for and obtaining applicants for jobs, from among whom the right people can be selected. However, theoretically, recruitment process is said to end with the receipt of applications, in practice the activity extends to the screening of applications to eliminate those who are not qualified for the job. Robinson

and Coulter (2012) propose the importance of human resource planning that it ensures organizations have the required quantity and quality of employees.

Human resource planning is an important management practice to decide whether recruitment and selection are required or not. In practice, there is no tradition of assessing future human resource need and develop a program to meet those future needs in most organization (Abebe, 2012). However, what calls for recruitment and selection is a situation where a position is vacant due to different reasons and the position needs immediate staffing (Torrington, 2005). Organizations are not also accustomed to undergo all the procedures of the recruitment and selection process. This is especially evident in most organizations in Ethiopian context. When it comes to private institutions the challenges of recruitment and selection process is stiffer where the private sectors have limited access to resources and subject to the employment laws and other regulations laid by the external body that is the government. More specifically, recruitment and selection practices in private higher education institutions become most challenging to get employees with best qualities who contribute to the excellence of the institution. According to Stredwick (2005) recruitment and selection are the most significant area for policy and practice to ensure that all sections of the community have equal opportunity for gaining employment and those decisions are not taken on merit alone. This is true that organizations cannot totally adhere to getting the most qualified candidates but they also consider their social responsibility by providing

Employment opportunity to the large society. This research work will focus on recruitment and selection practices and its challenges at WASH project of PSIE.

## **1.2. Background of the organization**

According to (PSI/Ethiopia, 2019) Population Services International (PSI) is a global nonprofit organization focuses on the encouragement of healthy behavior and affordability of health products. PSI was founded in 1970 to improve reproductive health using commercial marketing strategies. For its first 15 years, PSI worked mostly in family planning (hence the name Population Services International). In 1985, it started promoting oral rehydration therapy. PSI's first HIV prevention project that promoted abstinence, fidelity and condoms began in 1988. PSI added malaria and safe water (WASH project) to its portfolio in the 1990s and tuberculosis in 2004. PSI is headquartered in Washington, DC. a hallmark of PSI is a commitment to the

principle that health services and products are most effective when they are accompanied by robust communications and distribution efforts that help ensure wide acceptance and proper use. With one of the fastest growing economies in sub-Saharan Africa, Ethiopia still faces challenges as health markets are failing to reach those that need lifesaving health services and products.

PSI/Ethiopia work with both the private and public sector in HIV/AIDS Prevention & Treatment, Sexual & Reproductive Health, Non-Communicable Diseases and Water Sanitation & Hygiene (WASH). We use the power of marketing to make health services and products more affordable, accessible, and appealing.

Good water, sanitation and hygiene (WASH) practices are a significant contributor to improving nutritional results, enabling quality care in clinics and hospitals, and preventing other diseases. Our WASH programs improve the health of low-income families in the developing world by increasing access to and use of WASH products and services, such as household water treatment, soap, and toilets. PSIE leverages the expertise and resources of the public and private sectors to maximize health impact in WASH programming: The private sector is a powerful way to reach low-income households, especially as they access products and services every day through local providers and channels.

### **1.3. Statement of the problem**

According to Hacker (1999), failure to understand the hiring process costs businesses money. He further argues that an inadequacy in understanding recruitment and selection creates other related problems such as emotional stress. He advises all people who hire and promote staff to understand the processes, develop their skills and stick with a plan of action. According to him, it is dangerous to rely too much on gut feeling during the recruitment and selection process. Furthermore, a study done by (Jackson & Schuler, 2003; Hacker, 1997; Werther & Davis, 1989) indicates that Some of the negative outcomes of selection errors that have financial and nonfinancial implications include: poor performance by the employee which leads to productivity losses; absenteeism; loss of self-esteem by the employee; poor morale amongst peer workers who are compelled to assume more responsibility due to someone else's non-performance; customers' expectations not being met; injuries and accidents; possible lawsuits and union activity; and subsequent labor turnover leading to future recruitment costs.

According to a preliminary survey conducted by the researcher with the HR specialist and the HR manager in Population Service International Ethiopia, the researcher discovered that there is In Population Service International Ethiopia recruitment and selection suffers from unclear job description, which is far from the actual job, therefore leads to difficulty in fulfilling the job requirements as well as creates misunderstanding between the hiring manager, the HR person and the candidate. Lack of HR knowledge demanding from the hiring manager, which makes the Recruitment process lengthy, tiresome, and time-consuming, consequently effects the effectiveness of the organization. There is a gap between the available supplies against the forecasted demand in the labor market, the skills required in a specific position and the ones available in the market are very different. Media of commination is limited and narrow, for some rare skills jobs there are no appropriate media to reach out to the qualified candidate, depending on a single media for communication, which might delay some qualified candidates to reach out and participate in the hiring process.

There for recruitment and selection in population service international Ethiopia have a knowledge gap, for that matter, this study attempts to assess recruitment and selection challenges and practices and tries to come up with relevant solutions and recommendations to narrow this gap.

## **1.4. Objectives of the study**

### **General objective**

The general objective of this research was to assess the challenges of recruitment and selection practices for WASH project in population service international Ethiopia.

### **Specific Objectives.**

The specific objectives of the research:

- ✓ To assess the current practices of recruitment and selection by PSIE for Wash project
- ✓ To assess the linkage between recruitment and HRP
- ✓ To assess the linkage between selection and recruitment



- ✓ To identify short comings/problems in the current recruitment and selection practices at PSIE for WASH project
- ✓ To assess the alternative sources of recruitment and selection used by PSI/E to attract as many potential candidates as possible.

### **1.5. Research questions**

- ✓ To what extent recruitment is linked with HRP in PSIE?
- ✓ To what extent selection is linked with recruitment in PSIE?
- ✓ How strict do the HR staff and other recruiting body follow the Recruitment and Selection policy in PSEI?
- ✓ What alternative sources of recruitment does the HR department consider in order to attract as many candidates as possible?
- ✓ What are the challenges that faces recruitment and selection practices in PSIE?

### **1.6. Significance of the Study**

This study works as a reference for researchers who want to make further study on the area afterward. Besides the study creates awareness in the stakeholders of the organization about the current practices of the recruitment and selection as well as creates awareness in the HR department of the organization understudy to pay due attention to the problem found in the recruitment and selection process of the and consider the recommendation passed by the researcher for them.

### **1.7. Scope of the study**

the study was limited to the Head Quarter of PSI/E in Addis Ababa the study was conducted between the period of July to December, the main focus of the study was on the practices and the challenges faces recruitment and selection in PSI/E, the study adopted a descriptive research design.

## **1.8. Limitation of the study**

The study encountered these limitations: Due to a shortage of time, the researcher had to conduct the study in the head office of the organization neglecting the regional offices of the organization.

Though the HR department of the organization was supportive to the researcher still the researcher encountered some confidentiality in the study form some aspects that can't be exposed to external users.

## **1.9. Definitions of Terms and Concepts**

- ✓ Recruitment- is the process of making a pool of talented candidates to apply to an Institution for work (Bratton and Gold, 2007).
- ✓ Selection is the process by which recruiters follow exact tool to select applicant from a pool of competent candidates most probable to fit the post (Bratton and Gold, 2007).
- ✓ Human Resource (HR): people in working environment skilled with the particular capability, talents and approaches (Bratton and Gold, 2007) body of knowledge that consist of employment, compensation, employee growth, employee maintenance, and employee affairs (Bratton and Gold, 2007).

## **1.10. Organization of the study**

The research was organized in to five chapters thus; the first contains, Introduction, background of the study, Statement of the problem, objective of the study (general and specific objectives), Research questions, significance of the study, scope of the study, limitation of the study, and the organization of the study , whereas the second chapter deals with Literature review, Chapter three Concerns with research design and methodology, study population, sample design, population size and sampling technique, types of data and data collection technique, primary data collection technique, secondary data, methods of data analysis, ethical consideration; chapter four focuses on data presentation and analysis, background of the respondents, lastly chapter five was devoted to summary of major findings, conclusion and recommendations.

## **Chapter Two**

### **Literature Review**

#### **2.1. Theoretical Review**

In any research, undertaking it is important to review what has been done on the area of the study topic. In this section major recruitment and selection issues as presented by various scholars was reviewed. Accordingly, definitions of recruitment and selection, framework and process of recruitment and selection, major sources of recruitment and selection, and major factors that can impact the recruitment and selection practices was reviewed.

##### **2.1.1. The Concept of Recruitment and Selection**

Various researchers have contributed to the field of HRM, and have offered intensive and profound knowledge on the branches of HRM especially on recruitment and selection. Below is some of the different definitions of recruitment; 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.

According to the chartered institute of personnel management of Nigeria (CIPM) in (2007), recruitment is the process of identifying and attracting or encouraging individuals with the required skills and profile (potential candidates) to apply to fill existing or future vacant positions in the organization by making them aware that such vacancies exist. Mondy (2010 ), 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 is 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.

### **2.1.2. The linkage between recruitment and human resource planning**

According to Fajana (2002). Human resource planning deals with the systematic and continuing process of analyzing a firm's human resource needs under mutating conditions and developing workforce policies suitable to the longer-term effectiveness of the organization. It is a vital part of corporate planning and budgeting procedures since, human resource costs and forecasts both affect and are affected by longer term corporate plans. Planning involves the forecasting of human resource needs in organizations and designing appropriate actions such as recruitment, training and career development based on identified needs. Planning is carried out within the goals and general policy framework of the firm or agency, it is also affected by public policies, changes in technology and availability of manpower.

Human resource planning involves a complex task of forecasting and planning for the right numbers and the right kinds of personnel at the right places and at the right time to perform activities that will benefit the organization in accomplishing its objectives and in helping its members to satisfy their needs. Human resource planning was successful to the extent that it properly coordinates each of enumerated elements and it is essentially the fitting of resources to business needs in the longer term or shorter term as the case may be. Human resource planning is a vital ingredient for the success of the organization in the long run, there are procedures to be followed by an organization which ensures that it has the right number and kind of people at the right place and time to enable achieve its objectives Fajana (2002).

According to Fajana (2002) recruitment and selection are critical processes for organizations. In recent years, there has been growing evidence that the formation of a positive psychological contract with employees provides the basis for a positive outcome in terms of organizational commitment and motivation. Recruitment and selection are vital tools in the formation of the expectations that form such a contract. With emphasis on a two-way flow of communication; employees select an organization that offers them better working conditions and incentives for long term career.

Armstrong (2009) states that recruitment and selection process come in four stages: defining requirements, attracting candidates, selecting candidates and placing them on the job.

Correspondingly, Robertson and Smith (2001) support Armstrong's viewpoint and added personality assessment to the lists guided by tests and interviews, the British Psychology Society (BPS) (2007) conclude that the ability tests measure the capacity for: verbal reasoning, numerical reasoning, spatial reasoning and mechanical reasoning.

### **2.1.3. The Role of Human Resource planning in facilitating recruitment and selection process**

HR planning has an important role in facilitating the entire recruitment and selection process particularly:

- **Facilitating the Pre-Recruitment Review:** The facilitating of the Pre-recruitment review involves providing advice on whether any internal staff should be considered for filling the new staffing need and if so, what process should be used in considering them; or providing advice on whether the new staffing need should involve giving opportunity to both internal and external applicants.
- **Providing Expert Advice and Guidance:** This focuses on providing expert advice and guidance in the early stages of the recruitment particularly with defining the position, drafting the advertisement, identifying and advising on suitable channels for advertisement, arranging for the announcement to be placed through the agreed channels, and advising on the composition of the selection committee and allied matters.
- **Functioning as an Expert Adviser to the Selection Committee:** The HR planner functions as an expert adviser to the selection committee throughout the entire selection process particularly, by briefing the committee members on interview techniques and providing expert advice on the modalities, screening, shortlisting, and making final decision.
- **Ensuring That Short-Listed Candidates Have Briefing Materials:** the focus is on providing materials prior to the interview about the venue, employment conditions and

when appropriate, lifestyle issues, and ensuring that all their questions on these issues are resolved after the interview for successful candidates.

- **Pre-Interview Briefing Materials:** HR planners should ensure that all shortlisted candidates are provided with an appropriate briefing package prior to their interview. The contents of the briefing package will depend on the nature of the position. All briefing packages should include information about the salary range for the position and a summary of key employment conditions and benefits. Candidates will need to make decisions and tradeoffs regarding the relative importance of these factors if they are offered the position. HR planners must ensure that interviewees have the required information so that the candidate who is offered the position is able to make a fully informed decision whether to accept the offer or otherwise.
- **Regional Stations' Capability for Recruitment:** HR planners may not be able to provide the full range of services needed for recruitment purposes across all duty stations in an organization, particularly in smaller regional and field locations. In such circumstances, it is important for HR planners to identify which services can be provided and which cannot, all in a bid to ensure hitch free implementation of the programme.
- **Ensuring that all Post-Interview Procedures Are Managed Effectively:** The HR planner manages post-interview process effectively including those that affect the appointee's transition into her/his new role, workplace and duty station, and those that will sustain unsuccessful candidates' interest for future employment opportunities with the organization. HR planner adds value to the hiring process by tapping from the experience of other recruiters or consultants providing interview training on recruitment and selection process, and also looking at perceptions on the needs of the organization or department from the perspective of other experts outside the department or organization.
- **Post Interview Issues:** Addressing candidates' personal issues are critical to successful recruitment. Some candidates may wish to raise some of the issues already discussed during the interview and other issues after the interview. HR planners should also ensure that all post-selection formalities are conducted effectively for unsuccessful candidates to guarantee future interest in the organization's recruitment and selection process.

- Future Practice in the organization's Recruitment and Selection Process: HR planners need to reflect on the strengths and weaknesses of each selection process, develop necessary procedural changes for future recruitments (including pre- recruitment action), and provide suggestions to the selection committee to make their task more objective and rewarding.

#### **2.1.4. Factors affecting Recruitment and selection.**

##### **2.1.4.1. External Factors of Recruitment and Selection Process**

###### **2.1.4.1.1. Political Factors**

Countries have their particular employment proclamations that straightly or circuitously affect the recruitment and selection process. Ivancevich (2004), states that government regulations eliminating discrimination in hiring and employment have straight influence on recruiting practices. This is also true that many states' constitution incorporates laws that prohibit discriminatory acts in terms of gender, age, disability and ethnicity. Associated to government policies, there are political- social considerations that influence recruitment and selection. Mathis and Jackson (2006) also confirm that recruitment and selection are subject to legal requirements like equal employment law and regulation, responding to the protected class of the society (candidates with disabilities) with employment opportunity and follow affirmative action. Ivancevich (2004) further identified factors that have direct effect on recruitment and selection. These include legal employment opportunity, human right legislation, and employment illegal aliens, discrimination based on sex, age, disability and privacy laws. In Ethiopia recruitment and selection, processes are established in the labor proclamation 377/2003, which gives a provision of principles, rules and regulations that govern the worker-employer relationship from recruitment to termination.

###### **2.1.4.1.2. Labor Market**

This is one of the most important factors that determine the number and quality of candidates. As Ivancevich (2004) explains, when there is excess labor in the market informal recruitment can attract sufficient candidates. However, where there is full (tight) employment in place a competent and prolonged recruiting is required to get an applicant who achieves the expectation of the organization. Labor markets also significantly affect the selection process. Ivancevich adds

that low degree of unemployment make selection very hard but with high degree of unemployment selection would be different and easy. As it is established by Cole (1997) organizations competence to completely feat the labor market is in turn affected by other external factors such as government policy, new technology, education or training opportunity, population changes, trade union.

#### **2.1.4.2. Internal Factors**

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 (2000), suggested 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.

##### **2.1.4.2.1. The Image of the Organization**

The discernment about the organization that is believed by the public has an effect on recruitment and selection process. Robins (1994), states that if the image of an organization is appeared to be low, the recruiting rate of an organization to attract large number of applicants was low. He adds that low paying organizations are observed negatively and attractive payment jobs of an organization bring about satisfactory image.

Mathis and Jackson (2006), also proposes that continuous and rigorous recruitment efforts have its purpose of image building in the market. They stress the impact of organizational image with the fact that candidates will have pride in the brand name of an organization trusting the organization executes better today than tomorrow. organizations can extract the positive impact of their image through brand in which might include making the internal and external public discuss favorable issues about the organization, high performance that ensures good place in future investment, let old employees-turn back, sign up for job fair, etc. (Mathis and



Jackson,2006). In short, this process of employment branding help recruitment by making sure the firm will become employer of choice.

#### **2.1.4.2.2. Organizations Policies and Practices**

Organizations have their own HR polices and rules that effect recruitment and selection process one of the most important factors of this type, according to Ivancevich (2004), is internal recruitment and selection policy that is pursuing internal promotion. This suggests many organizations recruit and select employees from outside the organizations for entry-level position only. Although academics propose, internal recruitment is better because existing employees know the organization better and fit the organizations' culture. However, Ivancevich suggests that internal resourcing is not always good policy it makes organizations stable that it stays still in its way. These two viewpoints effect executives in recruitment and selection practices (2004).

Cole (1997) points out that organizations recruitment policy states whether advertising is external or internal, the need to reply to applicants with minimum delay, specify aim to aware potential candidates about the detailed job condition for all advertised jobs, states its aim to process all application with efficiency and courtesy, stresses search for best candidates based on their qualification, and ensures candidates are invited to interview will have fair chance to be heard. Eventually, organizations that do not undertake recruitment and selection based on predetermined policies and procedures was affected by unnecessary costs underperformance and high turnover.

#### **2.1.4.2.3. Size of the Organization**

Size of an origination is an important internal factor that affects the recruitment and selection process of a firm. Robins (1994) explains that organization with large number of employees engaged in recruitment and selection activities more often than organizations with small number employees. This is also true that in organization with large number of employees' management is constantly engaged in internal recruiting, selection of new entrants for various positions left vacant due to turnover and other involuntarily reasons.

#### **2.1.4.2.4. Preferences of Recruit for Organization and Job**

The degree to which potential employees prefer a job can also affect recruitment and selection. According to Ivancevich (2004) as organizations have ideal specification of the recruits, so do recruits have a set of preferences for the jobs? This concept implies that recruitment and selection is two-way process where the recruits have a chance to de-recruit or de-select themselves in the process.

### **2.1.5. Recruitment Sources**

There is a variety of recruitment approaches and most organizations will utilize a combination of two or more of these as part of a recruitment exercise or to deliver their overall recruitment strategy. In summary two basic models more commonly found are: -

- ✓ Internal Sourcing
- ✓ External Resourcing

#### **2.1.5.1. Internal Sourcing**

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.

##### **2.1.5.1.1. Methods of Internal Sourcing**

###### **2.1.5.1.1.1. 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).

#### **2.1.5.1.1.2. Transfers**

Transfer is a lateral shift causing movement of individuals from one position to another. Langseth (1995), consider transfers as being affected 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).

#### **2.1.5.1.1.3. 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 is 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).

#### **2.1.5.1.1.4. Job bidding**

It is part of a career development program in which employees are made aware of opportunities available to them within the organization. For example, HR departments may provide new employees with literature on job progression that describes the lines of job advancement, training requirements for each job, and skills and abilities needed as they move up the job-progression ladder.

## **2.1.5.2. External Resourcing**

External sources of recruitment refer to attracting applicants from outside a particular organization to fill vacant positions. 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 advertisement, e-recruitment, employment agencies, labor office, education and training establishment (Beardwell, 2007; Cober& Brown, 2006). Details of these sources are discussed in this section.

### **2.1.5.2.1. Methods of External Recruitment**

Internal sources cannot always satisfy the demand of organizations' human power producing Sufficiently acceptable candidates for jobs. Consequently, methods of external recruitment like media advertising, employment agencies, e-recruitment, college recruitment, Referrals, walk-ins, etc. have to be employed to ensure effective external recruitment.

#### **2.1.5.2.1.1. Media advertisement**

Advertisement is the most common form of external sources of recruitment. Organizations advertise vacant position on both electronic print and media to access a larger pool of applicants. 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. It is, however, more difficult to evaluate external applicant than those that are already employed within the organizations. According to Armstrong (2006), the objectives of an advertisement should be to: Attract attention – it must compete for the interest of potential candidates against other employers; Create and maintain interest – it has to communicate in an attractive and interesting way information about the job, the company, the terms and conditions of employment and the qualifications required; Stimulate action the message needs to be conveyed in a manner that will not only focus people's eyes on the advertisement but also

encourage them to read to the end, as well as prompt a sufficient number of replies from good candidates (Armstrong, 2006).

#### **2.1.5.2.1.2. E-Recruitment**

E-Recruitment online 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.

Cappelli (2001), has estimated it that it costs only about one-twentieth, as much to hire someone online. 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).

#### **2.1.5.2.1.3. 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 is appointed on the recommendation of some currently working employees. Hence, the HR managers of various companies 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).

#### **2.1.5.2.1.4. Employment Agencies**

Employment agencies, sometimes referred to as labour brokers, even though they can face criticism from labour unions in Ghana, tend to be fast and efficient in recruiting applicants for specialized positions. For a fee collected from either the employee or the employer, usually the employer, these agencies do some preliminary screening for the organization and put that organization in touch with applicants. Private employment agencies differ considerably in the level of service, costs, policies, and types of applicants they provide. Employers can reduce the

range of possible problems from these sources by giving a precise definition of the position to be filled (Sims, 2002).

#### **2.1.5.2.1.5. Labor Offices**

Sources of certain types of workers. In some industries, such as construction, unions have traditionally supplied workers to employers. A labor pool is generally available through a union, and workers can be dispatched to particular jobs to meet the needs of the employers. In some instances, the union can control or influence recruiting and staffing needs. An organization with a strong union may have less flexibility than a nonunion company in deciding who was hired and where that person was placed. Unions also can work to an employer's advantage through cooperative staffing programs, as they do in the building and printing industries (Keshav, 2013).

### **2.1.6. Recruitment and Selection Process**

#### **2.1.6.1. Human Resource Planning**

Human resource planning is an integral part of a firm's strategic plan that helps to identify Competitive advantages from human resources and used to assess the feasibility of various strategic alternatives, in terms of human resource capabilities (Greer, 2001).

Mathis and Jackson (2006) explains HR planning, as the process of analyzing and identifying the need for and availability of human resources so that the organization can meet its objectives. The key steps in the process of HR planning includes identifying the objectives of the organization and strategies, assessing external and internal HR sources and develop forecast to identify the balance between HR demand and supply thereby decision to be made so as to go for recruitment or look for other alternatives. Concerning the responsibility of human resource planning, it is recommended to be participatory between line managers and HR specialists and this has greater strategic impact (Greer, 2001).

This is true that more participation of HR staff, line managers and staff ensures the recognition of the HR plan which in turn facilitate the process of planning and implementation. Martin and David (1989) give two reasons for the requirement of balancing responsibilities between line managers and HR staff: the line manager knows what needs to be done and has control of the day-to-day assignments that allow real development to occur and human resource staff on the

other hand pay consistent attention to the process. Stredwick states the four main general objectives in developing an HRP as:

- Continuity flow: To get the right people in the right place at the right time with the necessary skills. This involves policies in respect of recruitment, succession planning and training.
- Maintenance: To retain the stability in the workforce through pay and benefits, and individual career planning.
- Response to change: To put into effect changes that comes about from major operational strategies. These can involve relocation, retraining or redeployment.
- Control: To ensure that staff moves in the right direction through the establishment of standards, performance control systems and building long-term employee relationships (2005). Here we can clearly see recruitment and selection process are an integral part of human resource practices that need to be planned with other HR system as one major component of implementation strategies of HRP is acquisition strategy.

#### **2.1.6.2. Job Description and job specification.**

Job description is the result of job analysis, that managers use information from job analysis to develop or revise job descriptions. Robinson and Coulter (2002,) (Robbins, 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.

Stredwick (2005) discusses various purposes of job description as follow Job description is primarily drawn up for the purpose of recruitment, but also used for a number of other purposes that it is an integral part of the job evaluation process, where grading and salary decisions are taken on the basis of carefully formed job descriptions; they are also used as a basis for training programs, where training is focused on the elements of a job and how employees can perform better in their job; they are also key to the performance management process where an employee is measured to a larger or smaller extent against the requirements of the job set out in the job description. A job specification sometimes called person specification is the minimum

qualifications that a person must possess to perform a given job successfully where it identifies the knowledge, skills, and attitudes needed to do the job effectively (Robins and Coulter,2002). Both the job description and specification are important documents when managers begin recruiting and selecting. Stredwick (2005) gives reasons why recruiters are interested in person specification. Firstly, it provides a situation for HR people and line managers to agree on the traits of the person who is likely to be successful. Secondly, it gives a chance for potential applicants to self-recruit themselves when the specifications are inculcated into advertising material, whereby it communicates the required traits to potential applicants. This helps to reduce the number of applications that are not fitting. Thirdly, the specification can be used as a selection parameter whereby a scientific and objective method can be used to select applicants for the short-list by means of measuring them for proximity to the specification. In general job description and job specification are important for the successful recruitment and selection process to take place accurately and fairly. Since the job analysis and specifications are predetermined, recruiters are expected to match the best candidate that suits the post with minimized personal bias.

### **2.1.6.3. Recruitment process**

Different scholars discuss recruitment process in slightly different stages but with similar notion. Accordingly, recruitment process can be seen and practiced under five interrelated stages: planning, strategic development, searching, evaluation and control. Gatwood et al. (2008,310), however, elaborate a four-step recruitment process:

- ✓ Specify objectives: recruiters decide what number of potential employees with what quality (knowledge, skills and attitudes) are required.
- ✓ Describing a strategy to reach the objectives: sources of recruitment, sequence of Activities, and geographical distribution of the labor market are outlined.
- ✓ Management of recruitment: The management of recruitment consists of four components: recruitment sources, recruitment personnel, recruitment administration and recruitment content.
- ✓ Determining the result and recruitment: This is the last stage where the number of people who applied and screened for the next selection is known. Their skills Knowledge and attitudes are identified along with their number. Stredwick (2005) elaborates the four major



recruitment stages that any organization need to follow. The first stage is about ensuring the recruitment policy exists as a bases for recruitment process. Recruitment policy is crucial for it defines organization's code of conduct and incorporates the rules to be followed and the standards to be reached on areas of internal sourcing, managing and processing applications with due speed, diligence and courtesy, and ensuring nondiscriminatory equal opportunity. He demonstrates the second recruitment stages are deciding whether a vacancy exists or other alternative to seek. Before going for recruitment, it is essential to look for other alternatives: doing away with the post altogether provided the task addles value, automate the work if task can possibly be replaced with new technology, contract-out the work, re-organizing the work by separating different parts of the work, eliminating those that are unnecessary and job enrichment, reorganizing the hours for the staff to work overtime, convert the post to part-time position. The third stage is defining the details of the vacancy, including job analysis, job description and person specification and the fourth stage involves attracting the applicants through advertising and other methods. These are different stages of recruitment suggested by different scholars and it is important to be considered eclectically.

#### **2.1.6.4. Selection Process**

Gatewood, Field and Barrick (2001) state that HR specialists and line managers must start with job analysis and identify relevant job specification, Knowledge, skills and attitudes; develop assessment devices and validate these assessment devices to be used before conducting selection process. This is important preliminary preparation that determines the effectiveness of the selection process. Stredwick (2005) viewed selection process as a two-way process where the various stages of selection process provide information for decisions by both the employer and the potential employee. Recruiters need to know that candidates have the decisive role throughout the process and follow adequate procedure accordingly the selection process is a set of serious steps through which applicants pass. Stredwick (2005) put that selection is very much a process of deselecting, that is, gradually eliminating candidates until finally one is left on the list for a vacancy and sometimes there is nobody left on the list and the process has to be started again. The steps in the selection process are not universal. Different organizations can use some of the steps; but the difference is not significant.

#### **2.1.6.4.1. Preliminary Screening**

According to Ivancevich (2004) preliminary screening is common practice in which recruiters ask candidates to fill in application forms and use the information to de-recruit certain applicants. There are two approaches in this reduction process at preliminary screening. First, there is the screening approach where unsuitable applicants are rejected until only the required number of applicants for interview is left (Stredwick, 2005). Applicants may be rejected for lack of experience or qualifications but it is known for arbitrary decisions to be made involving the age, place of birth, handwriting or the inclusion of a photograph. Discrimination can also occur over the marital status, sex or ethnic background.

#### **2.1.6.4.2. Preliminary Interview**

Preliminary interview is part of initial screening where applicants who do not meet the minimum requirements are eliminated. According to Mathis and Jackson (2006) preliminary screening a stage at which to determine the applicants meet the minimum qualification for the open job. The pre-employment screening may be in the form of interview or straightforward questions asked to inquire applicants express relevant experience in written form. This screening stage is good for both parties for it saves time wasted and also gives new direction to the job seeker.

#### **2.1.6.4.3. Selection Tests**

Testing is an important device of screening employee for further selection. to select good employee literacy test, skills test, psychological measurement test and honesty test are the major categories of tests employed for different positions. There are so many types of tests divided into such categories of measuring ability, aptitude, performance and personality.

Stredwick(2005,) distinguishes between these categories of tests as follows: Ability tests are tests that measure a candidate's existing ability, both mental and physical. They measure verbal reasoning, numerical ability, sensory skills, spatial or mechanical ability and are related to the job. Aptitude tests also measures ability of the candidate to acquire the skills and knowledge necessary to perform the job.

They can be set as strictly job- related tests. Personality tests are psychological questionnaire that are designed to measure the more permanent emotional tendencies of people that make up their personality. A successful testing should incorporate all the different types of tests and it needs to fulfill the principles of testing such as validity, reliability, objectivity and uniformity.

#### **2.1.6.4.4. Reference Checking**

Reference checking is one important element which helps to get further information that verifies the accuracy and objectivity of applicants' credentials and claims. Managers should not believe all the applicants since there are good articulators who create opposite impression about self.

Torrington et al. (2008) identified two kinds of information that recruiters need to inquire about potential employees. The first one is factual checking, which is straight forward confirmation of facts that the candidate has presented. The second is reference checking which refers to character of applicants where the prospective employer asks for opinion about the candidate.

#### **2.1.6.4.5. Selection Interview**

An interview is one of the most popular methods of employee selection which has been employed for centuries. There are different kinds of interview that are used in selection process. Ivancevich (2004) discusses structured and unstructured type of interview based on extent of preparation. He distinguishes structured employment interview as the type that use pre –set structured questions and focuses on historical information about the applicant and how applicants respond to the future. Structured interview is preferable to assess applicants on similarly structured questions and ensures consistent assessments.

#### **2.1.6.4.6. Interviewing Technique.**

Stredwick (2005) elaborates a number of essential principles that make up successful interview at preparation, operation and summation stages. At the preparation stage all relevant documents should be read, nature of measurement of Candidate should be agreed upon; division of interview time should be agreed. At operation stage open the interview with informal small talk, listen to the candidate giving chance to him/her in talking; ask the right question, and structure questions.

Finally conclude the interview making the interviewee at ease.

#### **2.1.6.4.7. Selection Decision**

The final decision on selecting the preferred candidate should follow the same process that applies to short listing. Only the candidates who match the 'essential' aspects of the person specification should be considered. It is far better to start the process again than take a serious risk in a potentially hazardous investment. If there is more than one candidate who meets all the criteria, then the final decision can be made by a number of ways. Generally, the decision is given to the line manager who will have to motivate, develop and manage the person concerned.

### **2.2. Empirical Review**

Mr. Mavis Adu-Darkoh (2014), conducted a research on employee recruitment and selection practices in the construction industry in Ashanti Region. The study distinguished various difficulties which incorporates: poor human asset (HR) arranging, insufficient occupation investigation, competency level with respect to employee, cost of recruitment and' selection of employees, absence of human asset division and poor working states of laborers. At long last, he suggested that before enlistment and choice all job profiles reflect the real prerequisites of the job.

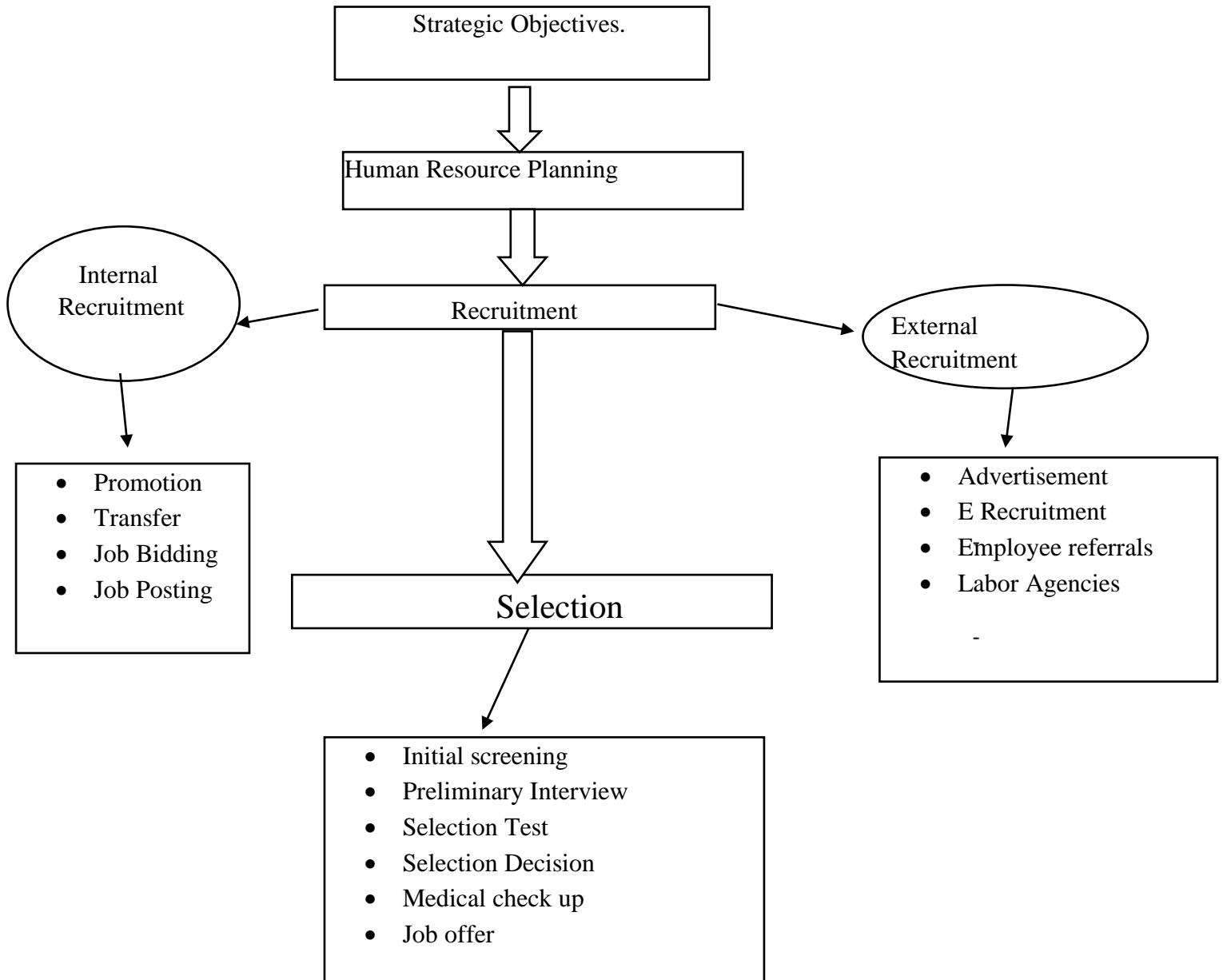
Miss. Sheila Aseyo Buhasio (2012) studied on the challenges facing employee recruitment and selection among non-governmental organizations in kaka mega central district, Kenya. The conclusion revealed that the challenges of recruitment and selection keep on influencing all NGOs in Kakamega Central however the answers for this vicious issue still can't seem to be identified. However, the way that the organizations have individuals working in the human resource department, they have to stream line their activity to affirm to the normal benchmarks. Granting long execution put together agreements with respect to all the more likely as yet utilizing individuals on changeless premise could be the solution.

Abdullah (2009) conducted studies on the major challenges to the effective recruitment and selection practices; the case of Malaysia; The findings of this study imply that the process of developing knowledge workers towards achieving knowledge economy status is likely to be very challenging and to take a long time to achieve unless employers can surmount these challenges by developing and implementing contemporarily appropriate policies and procedures for HR practices and policies.

### **2.3. Conceptual Framework on Recruitment and Selection**

As it very well may be seen from the below figure there are two independent factors under recruitment and selection which is the dependent variable. Thus, the study attempts to relate the level of connection between the recruitment and selection (Internal and External sources) and the source of recruitment and selection considering promotion, transfer, job posting and job bidding and advertisement-Recruitment, Employee referrals, labor offices. The conceptual framework explaining the recruitment and selection practice in the organization as appeared in the following Figure.

Figure 1: Conceptual framework on recruitment and selection



Source: Retrieved from literature review October 2019

## **CHAPTER THREE**

### **Research Design and Methodology**

This chapter deals with the methodology adopted in conducting the study. The chapter is organized as follows; research design and approach, population size and sampling technique, research instrument (data collection technique), administration of instrument and analysis of data.

#### **3.1. Research Design and Approach**

According Naresh & Malhotra (2004) research design is a framework or blueprint for conducting the marketing research project. Hence, descriptive research is one of the basic research designs used to framework the research. Similarly, Naresh & Malhotra (2004) descriptive research is to describe something- market characteristics or function. Besides, as per Malhotra and Peterson (2006) descriptive research assumes that the researcher has prior knowledge about the problem situation. Hence based on the concept of the descriptive research and researcher background, the design for this study is descriptive research that is used to examine the current practice of recruitment and selection process.

#### **3.2. Population Size and Sampling Techniques**

The study conducted on Population Service International Ethiopia\_headquarter In Addis Ababa the population considered for the study were the staffs under wash project, the HR department and administration department who have close work relation with the HR department. The target population are from the Human resource department, Administration department, and WASH project department.

### 3.2.1. Sample size determination

The researcher targeted population of 74 employees who works in the concerned departments as shown in the table.

Table 3.1:Sample size determination

Department	Target population
Human resource	20
Program	40
Administration	14
Total	74

From a target population of 74 employees from the concerned departments the researcher selected a sample size of 22 employees which is 30% of the target population. As per Musau (2015) referring Mugend, and Mugenda (1999) suggest that when dealing with heterogeneous population with different characteristics the sample size should be at least 30% of the total population so as to adequately capture the heterogeneity of the population or the variability in the population. Hence, the study applied stratified random sampling technique to select the participants in the questioners. As per Musau (2015) Stratified random sampling method is used to administer questionnaires to all employees in various departments. Stratified random sampling technique selects a sample from each stratum without biasness from accessible population.

### 3.2.2. Sampling Technique

The researcher used a probability sampling in the form of stratified random sampling technique to select the participants for the study



### **3.3. Source of data**

To gather data for this research both primary and secondary sources of information was used.

#### **3.3.1. Primary and Secondary Data**

Primary sources include data gathered by distributing questionnaire to PSI-E employee. Through questionnaire and interview. Secondary data was collected from various published and related literatures, recruitment and selection policy and HR manuals of PSIE and organizational booklet.

### **3.4. Data Gathering Tools**

To achieve the objective of this research, data was collected from documents such as recruitment and selection policy and the Human Resource Manuals of PSI/E. Interview and questionnaire was also used to get primary data about recruitment and selection activities and other factors in the process. Closed questionnaire was designed. Questionnaires were disseminated to employees where all was returned. An interview was also conducted with HR heads and personnel. This is also important to get qualitative data regarding the challenges of Recruitment and selection and verify data secured using questionnaire.

### **3.5. Pilot Testing**

Pilot testing study was conducted to test the reliability and validity of the questionnaire. This was attempted to test the clearness and quality and of questionnaire statements. According to Dempsey (2003) pilot study is the way toward leading primer trial of information accumulation instruments so as to wipe out information gathering issues that may prompted low information legitimacy what's more, unwavering quality. Pilot study was in this manner directed to help in distinguishing proof of blunders in information accumulation instruments and cause essential modification so as to guarantee substantial and solid information was gathered. Pilot test was conducted 10 workers of the participants and the researcher modified the questionnaire accordingly. In view of the result of the pilot test the surveys were modified and redesigned.

### **3.5.1. Validity**

Validity refers to the degree to which an instrument estimates what should gauge Information need not exclusively to be solid yet additionally obvious and exact. On the off chance that estimation is substantial, it is additionally dependable (Joppe 2000). The substance of validity of the information gathering instrument was resolved through examining the examination instrument with my advisor. The significant remarks, revisions, recommendations given by my counselor aided the approval of the instrument. The substance of the reactions given by the respondents was checked against the examination destinations. Proof of substance significance, representativeness and importance to the examination factors shows that the exploration instruments are substantial (Joppe 2000).

### **3.5.2. Reliability**

Reliability refers to the consistence, security, or reliability of the information. At whatever point an agent estimates a variable, the individual needs to be certain that the estimation gives reliable and predictable outcomes (Cooper and Schindler2006). A dependable estimation is one that whenever rehashed a subsequent time gives indistinguishable outcomes from it did the first runs through. In the event that the outcomes are extraordinary, at that point the estimation is questionable (Mugenda2008). To measure the unwavering quality of the information gathering instruments, an inner consistency system utilizing Cronbach's alpha was applied (Mugenda2008). Cronbach's alpha is a coefficient of unwavering quality that gives an impartial gauge of information sums up capacity (Zinbarg2005). An alpha coefficient of 0.75 or higher showed that the assembled information are solid as they have a moderately high inward consistency and can be summed up to reflect assessments of all respondents in the objective populace (Zinbarg2005). The consequence of Cronbach's Alpha coefficient is displayed beneath.

Table 3.2:Cronbach's Alpha

NO	Statement	Cronbach's Alpha
1	Internal requirement	0.85
2	External Requirement	0.84
3	Preliminary and employment interview	0.87
4	Employee test	0.73
5	Average value	0.82

Cronbach's alpha of 0.82 which is good and reliable

### **3.6. Data Analysis**

The data analysis was done through SPSS software version 20. Accordingly, the research results are exhibited with Tables, graphs in the next chapter.

### **3.7. Ethical Consideration**

To complete this research successfully collaboration from respondents was essential. As a result, the respondents need to be treated confidentially (Catherine, 2002) the participants were fully aware of the nature and the purpose of the research. No names or any identifiable information from respondents takes as a way of ensuring the ethical principle to keep all information confidential

## **Chapter Four**

### **Data Presentation, Analysis and Interpretation**

The findings, which were generated, by the returned questionnaire were analyzed using and SPSS version 20. Based on the findings of the study; the participants were 22 from the targeted departments. The study population was heterogeneous in terms of age, gender, qualification, job status, and years of experience. The researcher distributed 22 questioners. Accordingly, the 22 questioners were returned and the researcher consider all of them.

#### 4.1. Demographic Characteristics of the respondent

Table 4.1: Demographic Characteristics of the respondent

No	Statement	Frequency	Percent	Mean	
1	Gender	Female	10	45.5	
		Male	12	54.5	
		Total	22	100	.55
2	Age group	20-29	5	22.7	
		30-39	8	36.4	
		40-49	7	31.8	
		50-59	2	9.1	
		older than 60 years	0	0	
		Total	22	100	2.27
3	Years of service in PSI/E	Less than 1 year	1	4.5	
		1-5 years	12	54.5	
		6-10 years	8	36.4	
		Longer than 15 years	1	4.5	
		Total	22	100	2.41
4	Level of education	Certificate	0	0	
		Diploma	1	4.5	
		Bachelor's Degree	7	31.8	
		Master's Degree	14	63.6	
		PHD	0	0	
		Total	22	100	3.59
5	Job position	Director	0	0	
		Associate Director	2	9	
		Manager	3	13	
		Professional/Expert	17	77.3	
		Total	22	100	3.68

Source: Own survey, 2019

Based on the data collected, 12 (54.5%) of the respondent's were male while the rest 10 (45.5%) of them were female. This shows that the number of male employees dominates the number of female employees in the organization.

Regarding to the respondents age, out of the total respondents 36.4% of the respondents are between the age group of 30-39; whereas 22.7 % of respondents are found between the age 20-29, and 31.8 % of the respondents found between the age of 40-49, while 9.1% of them are found in the age group of 50-59; This suggests that both matured and younger staffs are included in the research.

According to the respondent's educational background, the majority 63.6% of them tend to be master's degree holders, whereas 31.8 % of them had Bachelor's Degree, and 4.5% had Diploma hence, it can be concluded that the majority of the respondents have better academic understanding.

Regarding to the respondent's job category in the organization more than half or the respondent of the respondents 77.3 % are professional/Expert, whereas 9.1%of respondents are associate Directors and 13.6 % of respondents are managers, this implies that the majority of the employee in the organization works as professional /expert.

Respondents were working years in the organization 4.5% of the respondent's organization for less than one year. Moreover, majority of the respondents 54.5% have been serving the organization for 15 years and 36.5% of the respondents have been working for 6-10 years. Furthermore, 4.5% of them have been working in the organization for more than 15 years. From the information provided, it could be determined that majority of the respondents are well experienced and have information to respond the questionnaire properly.

## 4.2. Overview of recruitment and selection in the organization

Table 4.2: Overview of recruitment and selection in the organization

NO	Statements		Frequency	Percent	Mean
1	PSI/E has a clear policy and procedures for recruitment and selection	Strongly Agree	15	68.2	
		Agree	6	27.3	
		Neutral	1	4.5	
		Disagree	0	0	
		Strongly Disagree	0	0	
		Total	22	100	1.36
2	The HR department at PSI/E carefully follows the recruitment and selections policies and procedures.	Strongly Agree	4	18.2	
		Agree	14	63.6	
		Neutral	3	13.6	
		Disagree	0	0	
		Strongly Disagree	1	4.5	
		Total	22	100	2.09
3	PSI/E is an equal opportunity employer, affirmatively seeking diversity in its workforce	Strongly Agree	4	18.2	
		Agree	6	27.3	
		Neutral	1	4.5	
		Disagree	6	27.3	
		Strongly Disagree	5	22.7	
		Total	22	100	2.73
4	PSI/E implements proper HR planning and forecasting to determine how many people are needed.	Strongly Agree	1	4.5	
		Agree	5	22.7	
		Neutral	8	9.1	
		Disagree	6	27.3	
		Strongly Disagree	2	36.4	
		Total	22	100	3.14
5	PSI/E assigns rational budget for its recruitment and selection process	Strongly Agree	1	4.5	
		Agree	1	4.5	
		Neutral	3	13.6	
		Disagree	9	40.9	
		Strongly Disagree	8	36.4	
		Total	22	100	4.00

Source Own survey 2019

Based on the table 4.2, for statement 1 of the table according to the responses 68.2% of the respondents strongly agree, whereas 27.3% agree and 4.5% Neutral, based on this result of the respondents majority of them agree that PSI/E has a clear policy and procedures for recruitment. According to the second statement of the table, The HR department at PSI/E carefully follows the recruitment and selections policies and procedures. Majority of the respondents 63.6 %, agree, 18.2% strongly agree, 13.6% neutral and 4.5% strongly disagree, this indicates that the HR department of the organization follows strictly the recruitment and selections policies and procedures. For the third statement of the table which says that the organization is an equal employment opportunity employer 27.3 % agree, whereas 18.2% strongly agree , 4.5% neutral, and, 22.7% disagree, while 27.3 % strongly disagree, from this responses the researcher concludes that the organization is not an equal employment opportunity employer in its recruitment and selection .for statement four, majority of the respondents 36.4% strongly disagree ,22.7% agree, and 27.3% disagree ,9.1% neutral and 4.5% strongly agree, this indicates that organization don't implement a proper HR planning to forecast and determine of the organizational future manpower needs. According to the fifth statement, 40.9% dis agree, 36.4% strongly disagree, 13.6% neutral and 4.5%agree, 4.5% strongly agree, this concludes that the organization does not assign a rational budget for its recruitment and selection.



### 4.3. Internal recruitment

Table 4.3: Internal recruitment

No	Statement		Frequency	Percent	Mean
1	PSI/E makes every effort to promote employees from within the organization, when it is in the best interest of both the organization and the employee	Strongly Agree	6	27.3	
		Agree	9	40.9	
		Neutral	1	4.5	
		Disagree	4	18.2	
		Strongly Disagree	2	9.1	
		Total	22	100	2.41
2	Employees currently working in the organization receives an invitation to apply for vacancies through internal job posting	Strongly Agree	4	18.2	
		Agree	11	50	
		Neutral	3	13.6	
		Disagree	3	13.6	
		Strongly Disagree	1	4.5	
		Total	22	100	2.36
3	PSI/E considers transfer as a good source of generating qualified employees from over-staffed departments	Strongly Agree	5	22.7	
		Agree	3	13.6	
		Neutral	1	4.5	
		Disagree	5	22.7	
		Strongly Disagree	8	36.4	
		Total	22	100	2.73
4	Employee referrals is utilized by organizations to identify potential candidates from the existing employees' social networks	Strongly Agree	1	4.5	
		Agree	3	13.6	
		Neutral	6	27.3	
		Disagree	5	22.7	
		Strongly Disagree	7	31.8	
		Total	22	100	3.64

Source Own survey 2019

As presented in table 4.3 40.9% agree that PSI/E makes every effort to promote employees from within the organization, when it is in the best interest of both the organization and the employee, and 27.3 % strongly agree, whereas 18.2 % disagree, 9.1% strongly disagree 4.5% neutral According to this majority of the respondents believed that the organization makes every effort to fill vacancies through promoting the internal staffs when it's in the best interest of the both the organization and the employee. Moreover, for the second statement 50.0 % Agree, 18.2 % strongly agree, 13.6% neutral, 13.6% disagree, 4.5% strongly disagree this means that the organization sends an invitation for its internal staffs to apply for vacancies through job posting. For the third statement, 36.4% strongly disagree, 22.7% disagree, 13.6% agree, 22.7% strongly agree 4.5% neutral, this indicates that the organizations employee never witnesses transfer and that transfer isn't considered as a good source of generating qualified applicants from other overstaffed departments , and for the fourth statement 36.4% strongly disagree 18.2% disagree, 27.3% neutral, 13.6% agree, 4.5 % strongly agree form this responses it could be concluded that the organization doesn't utilize employee referrals for identifying potential candidates form the existing employee social network.

#### 4.4. External Recruitment

Table 4.4: External Recruitment

NO	Statement		Frequency	Percent	Mean
1	PSI/E considers external recruitment when the existing workforce is not sufficient to satisfy the future demand of the organization	Strongly Agree	4	18.2	
		Agree	8	36.4	
		Neutral	6	27.3	
		Disagree	1	4.5	
		Strongly Disagree	3	13.6	
		Total	22	100	2.59
2	The organization uses an appropriate and accessible media to advertise vacancies	Strongly Agree	4	18.2	
		Agree	3	13.6	
		Neutral	4	18.2	
		Disagree	5	22.7	
		Strongly Disagree	6	27.3	
		Total	22	100	3.09
3	Online recruitment is used by the organization to display company image and advantages over competitors and to facilitate the process	Strongly Agree	3	13.6	
		Agree	8	36.4	
		Neutral	7	31.8	
		Disagree	2	9.1	
		Strongly Disagree	2	9.1	
		Total	22	100	2.64
4	The application process for the position was simple and comfortable for applicants.	Strongly Agree	2	9.1	
		Agree	5	22.7	
		Neutral	8	36.4	
		Disagree	6	27.3	
		Strongly Disagree	1	4.5	
		Total	22	100	2.41

Source: Own survey 2019

As presented in the table 4.4 in the first statement of the table, 36.4% of the respondents agree, while 18.2% of them strongly agree and 27.3% were neutral, 13.6% strongly disagree, 4.5% disagree, this suggests that PSI/E considers external recruitment when the existing workforce is not sufficient to satisfy the future demand of the organization. In the second statement of the table 22.7% disagree, 27.3% strongly disagree, 18.2% neutral, 13.6% agree, 18.2% strongly agree, this implies that the majority of the respondent believed that the organization doesn't use appropriate and

accessible media for the vacancy announcement which indicates that the organization media of vacancy advertisement is not convenient for the employees. According to the third statement of the table, 31.8% strongly agree and 36.4% of the respondents agree, whereas 13.6 % of them were neutral, 9.1% of them disagree and 9.1% of them strongly disagree that the organization uses online recruitment to display company image and advantages over competitors this means the organization uses Online recruitment to display company image and advantages over competitors and to facilitate the process. For the fourth statement of the Table, 36.4% of the respondent strongly disagree with the statement. Whereas 27.3% of them disagree, 4.5% were neutral and 22.7% agree and 9.1% strongly agree this concludes that majority of the respondents believes that the application process for the position were not simple and comfortable for them.

## 4.5. Employee Selection procedures

### 4.5.1. Preliminary interview

Table 4.5: Preliminary interview

No	Statement		Frequency	Percent	Mean
1	The HR department sets up an appropriate interview panel with proper representation for all positions	Strongly Agree	2	9.1	
		Agree	3	13.6	
		Neutral	4	18.2	
		Disagree	6	27.3	
		Strongly Disagree	7	31.8	
		Total	22	100	2.45
2	There is always structured interview to address consistent question for each candidate	Strongly Agree	0	0	
		Agree	11	50.0	
		Neutral	6	27.3	
		Disagree	4	18.2	
		Strongly Disagree	1	4.5	
		Total	22	100	2.77
3	You were questioned about the knowledge, experience and features, interest that are relevant to the vacant position	Strongly Agree	7	31.8	
		Agree	8	36.4	
		Neutral	4	18.2	
		Disagree	2	9.1	
		Strongly Disagree	1	4.5	
		Total	22	100	2.18

Source: Own survey 2019

As presented in table 4.5 31.8% of the respondents Strongly Disagree, while 9.1 % of them Strongly agree and 13.6 agree whereas 18.2% of them were neutral, and 27.3% Disagree, this suggests that the majority of the respondents believed that the organization don't set up an appropriate interview panel with proper representation for all positions, In the second statement of the above table majority of the respondents 50.0% agree , 27.3% strongly agree and 4.5% of the respondents were neutral 18.2% of them disagreed that there is always structured interview to address consistent question for each candidate, this indicates that there is structured interview to address consistent for candidate . Moreover according to the third statement of the table , 36.4% of the respondents agreed and ,31.8% of the them strongly agreed, 18.2% were neutral and 9.1% of them disagree, 4.5% of the respondents strongly disagree, This indicates that most of the employees were questioned about the knowledge, experience and features, interest that were relevant to the vacant position.

#### 4.5.2. Employment Test

Table 4.6:Employment test

No	Statement		Frequency	Percent	Mean
1	Selection tastes were related to the vacant position you have applied for	Strongly Agree	6	27.3	
		Agree	11	50.0	
		Neutral	1	4.5	
		Disagree	1	4.5	
		Strongly Disagree	3	13.6	
		Total	22	100	2.27
2	The selection tests were administered strictly not to create room For irregularities.	Strongly Agree	4	18.2	
		Agree	6	27.3	
		Neutral	6	27.3	
		Disagree	3	13.6	
		Strongly Disagree	3	13.6	
		Total	22	100	2.77
3	The time taken for the recruitment and selection is quick and applicants gets an immediate response	Strongly Agree	1	4.5	
		Agree	0	0	
		Neutral	5	22.7	
		Disagree	2	9.1	
		Strongly Disagree	14	63.6	
		Total	22	100	4.27

Source Own survey 2019

As presented in this table 4.6 50.0% of the respondents agreed that the selection assessment carried out for the selection process is related to the position and feel like the assessment is fair enough, while 27.3% strongly agree, and think assessments, needs to be more specific to the position and 4.5% have no say on the manner while 13.6% strongly disagree agreed and 4.5% of them disagree, This implies that more than half of the respondents believed that the organization selection assessment were related to the vacant position they have applied for.

When asked whether the selection tests were administered strictly not to create room for irregularities 27.3% agreed that the tests is strictly monitored and there is no room for irregularities while 13.6% disagreed and think better job could be done and 27.3% stay neutral in the issue and 13.6% disagreed while 13.6% of them respondent strongly disagree and 18.2% of them strongly agree this suggests that the selection tests were administered strictly not to create room For irregularities.

When asked whether the time taken for the recruitment and selection entire process is quick and applicant’s gets a quick and immediate responses ,about 63.6% of respondents strongly disagreed with the statement ,which indicates that more than half of the respondents believed that recruitment takes unnecessary long time and applicants don’t get fast responses as they may wish

### 4.5.3. Reference checking and medical check up

Table 4.7: Reference checking and medical check up

No	Statement		Frequency	Percent	Mean
1	PSI/E conducts reference checking orally and when necessary in writing to determine the applicant’s reliability	Strongly Agree	13	59.1	
		Agree	1	4.5	
		Neutral	0	0	
		Disagree	1	4.5	
		Strongly Disagree	7	31.8	
		Total	22	100	2.45
2	Regular staffs are asked to produce a medical certificate to testify her/his fitness to undertake service with PSI/E	Strongly Agree	5	22.7	
		Agree	2	9.1	
		Neutral	0	0	
		Disagree	3	13.6	
		Strongly Disagree	12	54.5	
		Total	22	100	3.68

Source Own survey 2019

The table 4.7 shows 59.1% of the respondents strongly agree, while 31.8% of the respondents agree that PSI/E conducts a background and reference check before job offer. Only 4.5% of the respondents disagree that the organization conducts a reference and background check before job offer. 4.5% of the respondents strongly disagree, from the above responses it can be concluded that the organization conducts a reference and background checking before the job offer.

According to the second statement of the table, the organization tells the Applicants to undergo medical test(s) to testify his/her physical fitness to the job, in this matter, 54.5% of the respondents strongly disagree, and 13.6% of the respondents disagree whereas 9.1% of the respondents agree while 22.7% strongly agree, that organization undertakes medical checkup before appointing the applicants. Thus, according to the responses, the majority of the respondents determined that PSI/E does not undertake medical check-ups for the applicants before the job offer.



#### 4.5.4. Hiring Decision Job offer and orientation

Table 4.8:Hiring Decision Job offer and orientation

No	Statement		Frequency	Percent	Mean
1	Selection panel decision is always made based on the assessment average/ aggregate result.	Strongly Agree	4	18.2	
		Agree	3	13.6	
		Neutral	3	13.6	
		Disagree	5	22.7	
		Strongly Disagree	7	31.8	
		Total	22	100	2.64
2	The selection panel always recommend the choice of candidates who have better skills and qualifications for the position	Strongly Agree	1	4.5	
		Agree	1	4.5	
		Neutral	5	22.7	
		Disagree	8	36.4	
		Strongly Disagree	7	31.8	
		Total	22	100	2.14
3	The CR approves the selection decisions in the organization.	Strongly Agree	9	40.9	
		Agree	6	27.3	
		Neutral	5	22.7	
		Disagree	1	4.5	
		Strongly Disagree	1	4.5	
		Total	22	100	2.05

Source Own survey 2019

According to the responds gathered in the table 4.8 22.7% disagree and think there is some other criteria might affect the decision While 13.6% agree that the selection panel makes decision about the applicant is based on the assessment average/aggregate result, and 13.6% preferred to stay neutral, 31.8% strongly disagree and 18.2% strongly agree this means that the majority of the respondents believed that the selection decision is not based on average/ aggregate result of the assessment, When asked about whether the selection panel always recommends the choice of candidates who have better skills and qualifications for the position, the majority of respondents 36.4% disagree and think selection panel recommends is not based on the qualification and deserving to the position and skills required for position, while 31.8% strongly disagree and 4.5%

agree ,and 22.7% had no say on the issue, this indicates that selection committee don't recommend the choice of candidates who have better qualification for the post and 4.5% strongly agree with the statement this means that the majority of the respondents believed that the selection committee considers other selection criteria other than skills and qualifications for the position. When asked about final selection decisions in the organization and the CR involvement .40.9 % of the respondent strongly agree while 27.3% agree, still 22.7% of them preferred to stay neutral 4.5% disagree and 4.5 % strongly disagree, by this, the researcher concluded that the final selection is approved by the CR in the organization.

#### 4.5.5. Job offer And Orientation

Table 4.9:Job offer And Orientation

NO	Statement		Frequency	Percent	Mean
1	The HR department prepares an employment contract to the selected applicants that explains the employment details	Strongly Agree	12	54.5	
		Agree	7	31.8	
		Neutral	1	4.5	
		Disagree	1	4.5	
		Strongly Disagree	1	4.5	
		Total	22	100	1.73
2	Orientation program is arranged by HR, for the new employees to increase their familiarity with the organization and prepare them for the new job.	Strongly Agree	4	19.0	
		Agree	11	52.4	
		Neutral	2	9.6	
		Disagree	4	19	
		Strongly Disagree	0	0	
		Total	21	100	2.29

Source Own survey 2019

As presented in the table 4.9 54.5% of the respondents strongly agreed that the HR department prepares employment contract, while 4.5% of the respondent disagreed and think the HR doesn't prepare contract of employment for explaining employment details while 4.5% stay uncertain on the issue.

When asked about the orientations for the new employees, the majority of the respondents 52.4% agree and 19% strongly agree with that the HR arranges special orientation for the new employees for to familiarize them to the organization, while 19% disagree and reported that the HR doesn't

carry any sort of orientation and introduction of the new employees and believe that is creating problem and 9.6% of the respondent stay uncertain of the issue. This means that the HR department of the organization arranges an orientation for the staffs to familiarize them with the organization and prepare them for the new job.

#### 4.5.6. Challenges Of recruitment and selection

Table 4.10:Challenges Of recruitment and selection

No	Statement		Frequency	Percent	Mean
1	The recruitment and selection of the organization suffers from lack of qualified applicants.	Strongly Agree	10	47.6	
		Agree	6	28.6	
		Neutral	3	14.3	
		Disagree	2	9.5	
		Strongly Disagree	0	0	
		Total	21	100	1.86
2	The budget constraints that faces the organization puts the recruitment and selection process on hold and makes it lengthy.	Strongly Agree	14	66.7	
		Agree	6	28.6	
		Neutral	0	0	
		Disagree	0	0	
		Strongly Disagree	1	4.8	
		Total	21	100	1.48
3	The gap between the available supply against the forecasted demand in the labor market effects the recruitment and the selection process	Strongly Agree	12	57.1	
		Agree	2	9.5	
		Neutral	3	14.3	
		Disagree	3	14.3	
		Strongly Disagree	1	4.8	
		Total	21	100	2.00

Source Own survey 2019

Based on the table 4.10 of recruitment and selection in PSI/E is the recruitment and selection of the organization suffers from lack of qualified applicants. As a major challenge for recruitment and selection process in which 47.6.% of the respondents agree and indicated that is has become a problem of the recruitment and selection process in the organization, while 9.1% of them disagree on the issue whereas the rest 13.6% of the respondents stay indifferent on the issue.

The top challenges are discussed below. One major challenge of the recruitment and selection in the organization is the budget constraints that faces the organization which puts the recruitment and

selection process on hold and makes it lengthy, from the total respondents 63.6% of them agree that budget constraints is a problem of recruitment and selection while the rest 4.5% remain uncertain on the issue. This means that there is a budget constraint that delays the organization from achieving its intended recruitment and selection goals. The second greatest challenge of recruitment and selection in PSI/E is the gap between the available supply against the forecasted demand in the labor market effects the recruitment and the selection process, in which 57.1% of the respondent strongly agreed that it is a problem for the recruitment and selection process in the organization whereas 9.5% of the respondents agree that is not problem of recruitment and selection in their organization while the remaining 14.3% of the respondents stay indifferent. In addition, 14.3% of the respondent disagree 4.8% of them strongly disagree with the statement. Therefore, it is possible to say that the gap between the available supply against the forecasted demand in the labor market and its effect in the recruitment and the selection process is a potential challenge of recruitment and selection process at PSI/E.

## **CHAPTER FIVE**

### **Summary of findings conclusion and recommendation**

This chapter is devoted to the discussion of the research findings, summary of some important points of the study, and the possible remedies for the problems or gaps identified in the current recruitment and selection practices of the organization. In addition, this chapter provides recommendations to improve the recruitment and selection practices, which will, help the institute for improving the recruitment and selection practices level in order to select and appoint the best of candidates so that it can achieve its institutional goals. Therefor emphasis was given to summarize the weakness and area of improvement, as they deserve some possible recommendations.

#### **5.1. Summary of Major Findings**

The present study assesses the recruitment and selection practices and challenges for WASH project in PSI/E. The study employed descriptive analysis. The major findings of the study are summarized as follows.

- Majority of the respondents indicated that the organization has a clear policy and procedure for recruitment and selection and that the HR department of the organization follow the policies ,but neglects the equal employment opportunity policy of recruitment ad selection, and another finding was that the organization poorly implements HR planning which is the back bound of the recruitment and selection process for determining future Manpower needs of the organization, and another issue is that the organization don't assign a separate rational budget for the recruitment and selection to deliver recruitment on time and achieve the intended goals.
- Furthermore majority of the respondents agreed that the organization gives the priority to the internal staffs in the recruitment and selection process to boost their moral when it is in the best interest of the both sides through promotion and job posting moreover the majority of the respondents indicated that transfer as a good source of generating a qualified staffs form overstaff department is totally neglected in the organization as another finding employee referrals as source of recruitment and selection is not utilized in the organization in any means.

- Majority of the respondents indicated that the organization considers external recruitment and section when the existing employees is to sufficient to satisfy the future needs of the organization, but the respondent strongly stated the organization media for the vacancy announcement is not appropriate and accessible, which indicates that the organization media of vacancy advertisement is not convenient for the employees. one more finding of was that employee believed that the application process for the position were not simple and comfortable for them.
- According to more than half of the respondents, it is believed that the organization selection assessment was related to the vacant position they have applied for. The majority of the respondent agrees that the selection tests were administered strictly not to create room For irregularities, but when it came to the recruitment and selection time more than half of the respondents believed that recruitment takes unnecessary long time and applicants don't get fast responses as they may wish, and some of them may get the feedback when they lose the interest in the position
- Majority of the respondents agreed that the organization conducts a reference and background check before job offer. But the indicated the organization don't undertake medical checkup before the job offer which testifies the employee fitness for the position and physical ability to perform the job
- According to this table majority of the respondent indicated that the selection decision is not is based on the selection assessment average/aggregate results and thinks there is some other criteria that might affect the decision this means that the majority of the respondents believed that the selection committee in the considers other selection criteria other than skills and qualifications required for the position. The CR in the organization makes the final selection decision.
- Majority of the respondents strongly agreed that the HR department prepares employment contract that explains employment details. And the HR department of the organization prepares an orientation program for the new employee

## 5.2. Conclusions

According to the interview and the questionnaire conducted, the research results revealed that the organization have recruitment and selection policies and procedures, and the organization follows them to some extent, but still neglects some important ones for instant , the organization have a policy of equal employment opportunity policy in the manuals but never follows it in the process .

HR planning is the rout for successful and on-time recruitment; the organization poorly implements the HRP due to many reasons. The hiring department often comes up with unplanned recruitments, out of now where, considering it very urgent and needs to be handled immediately, for that reason the HR department believes that there is no need for HRP, since it will not be executed. For that reason, the organization handles the recruitment and selection without proper HRP.

According to the recruitment and section focal person in the organization, selection is the realization of the recruitment process, that without selection the recruitment is useless, and the selection is a part of the recruitment that can't be treated separately

The organization consider internal recruitment primarily through promoting existing employee to boost their moral when it is in the best interest of both the organization and the employee, moreover the organization invites internal staffs to apply for vacancies thought job posting, if the internal staffs fails to fit the position, the organization considers external recruitment. The organization recruitment to reach large number of applicants, the organization uses promotion, job posting, but never uses transfers and employee referrals as a good source of recruitment.

Drafting a job description is an initial step to originate recruitment and selection process, hiring managers provides a job description that is far from the actual job required by the position failure to do so results in difficulty in addressing the best potential candidate for the position.

furthermore, the organization don't assign a separate rational budget for its recruitment a selection which delays the recruitment to be on time.

The organization media for the vacancy announcement is not appropriate and accessible, which implies that the organization media is not convenient for the candidates. One more finding was

that employees believed that the application process for the position was not simple and comfortable for them.

Besides, recruitment and selection take a long time, which makes the candidates lose their patience and interest at the position and consider some other options in other organization, as a result, the organization may lose qualified candidates that may be the best fit for the position. The organization don't undertake medical checkup before the job offer which testifies the employee fitness for the position and physical ability to perform the job

Respondent indicated that the selection decision is not is based on the selection assessment average/aggregate results and the selection committee considers other selection criteria other than skills and qualifications for the position.



### **5.3. Recommendations**

- The organization should work in its HR planning to more properly implement so, that recruitment and selection will be handled easily and delivered on time to meet the goals.
- The organization should consider transfer and employee referrals as good source of recruitment and selection.
- The organization should shorten the recruitment and selection time and give feedback as fast as possible to the candidates so that the organization would not miss highly qualified candidates and the applicants would not lose interest in the organization.
- The organization should work in its media for the vacancy announcement to make it appropriate, accessible, and convenient for the candidates.
- The organization should make the application process for applicants easy and self-guiding so, that they will not fail in submitting their applications.
- The organization should undertake medical checkup so that the organization could determine the applicant's physical fitness for the job.
- The organization should assign a separate and rational budget for the recruitment and selection so that the recruitment process will not be on hold.

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# Appendices

St. Mary's University

School of Graduate Studies

## Appendix 1

### A Questionnaire to be completed by the sample

MBA Research on Challenges of Recruitment and Selection Practices for Wash Project in Population Service International Ethiopia.

Dear respondents:

The fundamental goal of the study is to assess the challenges of Recruitment and Selection Practices for Wash Project in Population Service International Ethiopia (PSI/E). Hence, this study is intended to gather essential data that helps the researcher to accomplish the purpose behind the study. Accordingly, the researcher would request you to fill in this questionnaire carefully. Your genuine responses to the questionnaire will have incredible effect on the success of the research. Kindly note that every one of your responses will be kept secret and simply utilized for the purpose of the study. The researcher would appreciate your cooperation in advance.

Instructions for the completion.

Put a tick (✓) mark on the appropriate response to each of the question. Part

#### I. General Information about the Respondents

1. Gender.

Male  Female

2. Age group

20-29  30-39  40-49  50-59  older than 60 years

3. Year of service in PSIE.

Less than 1 year  1-5 years  6-10 years  longer than 15 years

4. Level of education.

Certificate  Diploma  First Degree  Master's Degree  PHD

5. Job position.

Director  Associate Director  Manager  professional/Expert

Part II: Responses to Statements concerning Practices and Challenges of Recruitment and selection at PSIE.

Please put a tick (✓) in the table to show your level of agreement with each statement about general recruitment and selection procedure.

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

### **Overview of Recruitment and Selection.**

No	Statements	Response Rate				
		1	2	3	4	5
1	PSI/E has a clear policy and procedures for recruitment and selection.					
2	The HR department at PSI/E carefully follows the recruitment and selections policies and procedures.					
3	PSI/E is an equal opportunity employer, affirmatively seeking diversity in its workforce					
4	PSI/E implements proper HR planning and forecasting to determine how many people are needed.					
5	PSI/E assigns rational budget for its recruitment and selection process					

## Internal recruitment

No	Statements	Response Rate				
		1	2	3	4	5
1	PSI/E makes every effort to promote employees from within the organization, when it is in the best interest of both the organization and the employee					
2	Employees currently working in the organization receives an invitation to apply for vacancies through internal job posting					
3	PSI/E considers transfer as a good source of generating qualified employees from over-staffed departments					
4	Employee referrals is utilized by organizations to identify potential candidates from the existing employees' social networks					

## External Recruitment

No	Statements	Response Rate				
		1	2	3	4	5
1	PSI/E considers external recruitment when the existing workforce is not sufficient to satisfy the future demand of the organization					
2	The organization uses a appropriate and accessible media to advertise vacancies					
3	Online recruitment is used by the organization to display company image and advantages over competitors					
4	The application process for the position were simple and comfortable for applicants.					

## Employee selection procedures.

No	Preliminary and Employment Interview	Response Rate				
	Statements	1	2	3	4	5
1	The HR department sets up an appropriate interview panel with proper representation for all positions					
2	There is always structured interview to address consistent question for each candidates					
3	You were questioned about the knowledge, experience and features, interest that are relevant to the vacant position					
	Employment Test					
4	Selection tastes were related to the vacant position you have applied for					
5	The selection tests were administered strictly not to create room For irregularities.					
6	The time taken for the recruitment and selection is quick and applicants gets an immediate response					
	References checking And Medical checkup.					
7	PSI/E conducts reference checking orally and when necessary in writing to determine the applicant's reliability					
8	Regular staffs are asked to produce a medical certificate to testify her/his fitness to undertake service with PSI/E					



## Hiring Decision / Job Offer / Orientation

	<b>Selection Decision</b>	Response Rate				
		1	2	3	4	5
No	Statements					
1	Selection panel decision is always made based on the written exam and interview average/ aggregate result.					
2	The selection panel always recommend the choice of candidates who have better skills and qualifications for the position					
3	The CR approves the selection decisions in the organization.					
	Job offer and Orientation					
4	The HR department prepares an employment contract to the selected applicants that explains the employment details					
5	Orientation program is arranged by HR, for the new employees to increase their familiarity with the organization and prepare them for the new job.					

### Challenges to recruitment and selection.

No	Statements	Response Rate				
		1	2	3	4	5
1	The recruitment and selection of the organization suffers from lack of qualified applicants.					
2	The budget constraints that faces the organization puts the recruitment and selection process on hold and makes it lengthy.					
3	The gap between the available supply against the forecasted demand in the labor market effects the recruitment and the selection process					

## **Appendix 2**

### **Interview Questions on Recruitment and Selection for Management Bodies and HR Staffs**

1. What sources of recruitment does the organization considers for filling a position? What does the organization often use to attract applicants for a position?
2. Is the job description drafted by the hiring manager aligned to the actual job expected form the positions?
3. To what extant selection is related to recruitment in the organization?
4. To what extant is recruitment selected to HRP in the organization?
5. Does PSI/E have a clear recruitment and selection policy and procedure?