



**SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF BUSINESS ADMINISTRATION**

**ASSESSMENT OF HUMAN RESOURCE PLANNING,
RECRUITMENT AND SELECTION PRACTICES AND
CHALLENGES: THE CASE OF ETHIOPIAN CUSTOMS
COMMISSION KALITY BRANCH**

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SCHOOL OF GRADUATE STUDIES
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DECLARATION

I, the undersigned, declare that this thesis entitled “*Assessment of human resource planning, recruitment and selection practices and challenges: The case of Ethiopian Customs ComissionKality Branch*” is my original work, prepared under the guidance of Dr. EphremAssefa. All sources of material 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 entitled "*Assessment of human resource planning, recruitment and selection practices and challenges: The case of Ethiopian Customs Commission Kality Branch*" 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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Desta Asfaw

Acronyms

ECC- Ethiopian Customs Commission

F- Frequency

HR- Human Resource

HRP- Human Resources Planning

N- Number of Respondents

SPSS - Statistical Package for Social Science

Abstract

The main purpose of this study was to assess human resource planning, recruitment and selection practices and challenges in the case of Ethiopian Customs Commission. The study has adopted a mixed research approach and descriptive research design in which primary data were collected from customs commission employees through questionnaires, and interview. Perhaps secondary data were collected from Ethiopian Customs Commission (ECC) manuals, books, magazines and Reports. Quantitative data gathered through structured questionnaire were processed via SPSS and analyzed through descriptive statistics. Qualitative data gathered via interview were analyzed through narration. Thus, it was founded custom commission has clear policy and procedure of recruitment and selection; most of vacant positions in custom commission are filled by recruiting new employees; human resource departments in customs commission strictly follows policy and procedure in relation to staff selection, selection procedure in customs commission is non-discriminatory regarding gender, appearance, race and political affiliation; and customs commission performs job specification and job description before advertising vacancies. Furthermore, the major challenges were poor HR planning, recruitment and selection procedure itself is not revised as often as it should be. In addition, the commissions' recruitment and selection procedure is not strong enough to attract competent candidate. Therefore, it is recommended that the staff selection policy of customs commission need to include strategic objectives; Through proper job analysis, organizations need to able to fix up the specific duties and responsibilities of every employee. Customs commission shall consistently implement the HR manual at all times

Keywords: *human resource planning, recruitment, selection, challenges, Ethiopian Customs Commission*

CHAPTER ONE

1. INTRODUCTION

This chapter deals with introduction to the study and includes background of the study, statement of the problem and research questions, objectives of the study, significance of the study, scope and limitations of the study, and definition of key operational terms. The detail is presented below.

1.1 Background of the Study

The globalization of product markets and enhanced multinational activity of business organizations has encouraged a greater degree of interest in HRM and its cultural relativism and transferability. One of the most significant developments in the field of organizations in recent times is the increasing importance given to human resource. People are vital to organizations as they offer perspectives, values and attributes to organizational life; and when managed effectively, these human characters can be of considerable benefits to the organization. As revealed in Djabatey (2012), this scenario lends credence to the increasing attention paid to the people aspect of organizational wealth. This is so because the development of people, their competencies, and the process development of the total organization are the fulcrum of human resource management (Mullins, 1999; Djabatey, 2012).

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 (Elearn 2009).

Human resource management is very essential function in every organization as overall efficiency and effectiveness of the organization through smooth running of all the activities and operations that are carried out in the organization. It falls under one of the major components of the management function which is staffing the other ones being planning, and coordination and controlling (Elearn 2009).

The human resource in an organization is a valuable asset that determines the success or failure of the organization through their efforts towards utilizing other assets in the company. It is however only through their proper management that maximum efficiency, effectiveness and profitability can be achieved (Elearn 2009).

The processes of human resource planning, recruitment and selection are very pivotal in any organization irrespective of size. This is because they determine the quality of employees in the organization who in turn determine how processes are carried out. Human resource planning involves making appropriate decisions in regard to the positions that an organization ought to fill and the best ways to fill them. It also entails determining the human resource needs of an organization with respect to the stipulated strategic plan (Elearn 2009).

Human resource planning plays a significant role in determining the demand and supply factors of labor as well as the problems that are associated with the resolution of these factors. Human resource planning is influenced by an organization's short term as well as long term operational and development needs. The employees and stakeholders needs and aspirations also play a great role in shaping the human resource planning function of an organization (Roberts, 1997).

Human resource recruitment, on the other hand, entails the process of attracting and encouraging eligible individuals to apply for different positions in an organization. It involves generating a pool of appropriate and qualified candidates for available job positions in an organization. (Roberts, 1997). The recruitment process commences when the new recruits are identified and ends when the applications from these candidates are received. Recruitment is a very essential process as it facilitates the attraction of qualified candidates to apply and it discourages the unsuited ones to be involved through provision of the right job information. Recruitment also plays a role in protecting the organization's image.

A study made by Worku (2014) empirically examined the implementation of recruitment and selection practice in civil service institutions of Oromia national regional state, Ethiopia. The study mainly focuses on the policies and challenges of the recruitment and selection of employees. The Study concluded that the implementation process was not going well. The findings reveal that though the government showed commitment in developing a system that properly guides the process of recruitment and selection, the implementation process is not on track to achieve the desired merit-based system in the civil service sector of the region. The study recommended that the institution should carefully examine the implementation process and address the gaps that exist. Organizational image, job attractiveness and internal

organizational policy are some of the constraints on attracting candidates. Therefore, this study attempts to assess the human resource planning, recruitment and selection practices and challenges in the case of Ethiopian Customs Commission.

1.2. Background of the organization

Ethiopian customs commission has recently come into existence by proclamation number 1097/2018 which is separated from the earlier “Ethiopian Revenues and Customs Authority” Headed by a Commissioner accountable to Ministry of Revenues by possessing its own vision and mission.

The Federal Democratic Republic of Ethiopia, Customs Commissions one public sector established by the proclamation No. 1097/2018 having a vision to be an exemplary model as an administration that promotes formal economy by embracing economic activities, that provides voluntary compliance by protecting taxpayer rights and collects taxes and other revenues by offering quality service. The mission is to increase voluntary compliance by protecting taxpayer rights and to collect taxes and other revenues by providing high-quality service. The Customs Commission (CC) is part of Ministry of Revenue. Customs commission has 4 customs branch offices. Addis Ababa Kaliti Customs Branch Office is structured into the following departments: Deputy General Managers who report directly to general manager of the Addis Ababa Kaliti branch office head HR and Service, commercial goods operation, non-commercial goods operation and law enforcement

The commission takes into consideration about tax and duty collection for the government revenue and dealing with promoting formal economy through providing quality service to the tax payer in the socio-economic development of the country. Due to the customs Commission should have made endeavor in hiring and motivating its human resource. This study wiassess the human resourc, recruitment and selection practice and challenges.

1.3. Statement of the Problem

For any organization to achieve its stated objectives and goals, there is a need for management to put in place policies or strategies that will help attract the best employees to strive towards the achievement of organizational objectives. Organization should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage and when this is not the case, firms should make-up for the shortfall by employing appropriate recruitment and selection criteria Kelly (2006),

To bring a success in organization HRM practices play a pivotal role to gain profitability and market share that ultimately enhance the organizational performance in Long run .But in the current scenario, enterprises are facing problems in terms of scarcity of brilliant workforce, dramatic rise in retirements, poaching of key people by competitors, and increasing turnover. As the business environment becomes increasingly competitive, organizations need to focus on improving all areas of their business especially human capital because the performance of the people employed has a major impact on profitability (Lloyd's, 2006).

According to Cheng (1993), the success of all other HR functions is highly relied on the effectiveness for functions like HRP, recruitment and selection. HRP requires a range of tasks that are designed to ensure the right number of people in the right place at the right time. Through best HRP practice, an organization makes certain that the demand for people in terms of number; skill and knowledge are matched with supply of man power (Turner, 2002).Starting from job design to final assignment of selected candidates, recruiting pool of applicants and selecting best personnel will require employers to go through a number of activities. Allocations require a serious focus. Of course, there are challenges faced in each activity and these challenges will determine the effectiveness of the whole employment process.

Beard Well et.al (2004) and Smith (1993).stated the importance and contribution of HRP, recruitment and selection in ensuring organizations to have the right people at the right time. It has also contribution in doing the right jobs to deliver operational excellence, and business development. Therefore, it contributes the overall success of ambitious organizations. As far as the knowledge of the researcher is concerned, systematic research had not been conducted on the HRP, recruitment and employee selection practice of ECC. Therefore, since the proper practice of each activity has an effect on the other HRM functions, it is logical to see how the overall process of these functions is formulated and translated into action.

Moreover, according to the former investigations done by (ECC,2010) regarding the human resource planning recruitment and selection system of ECC, issues observed are; jobs were not properly designed, human resource were done without internal and external control, labor supply and demand analysis, job postings, registration of applicants, preliminary screening, interviewing candidates, administrating selection test, physical examination, and background and reference checks. Therefore, it was timely and important to assess whether or not the, recruitment and employee selection of ECC carried through systematic manner in line with standard literatures that helps to identify the gap between theory and practice. Besides, this study intended mainly to assess some of the challenges of the human resource recruitment and selection practice of ECC and to

come up with necessary alternative solutions. This study is unique as it specifically focuses on process and challenges of human resource planning, recruitment and selection

1.4. Basic Research Questions

1. How are the planning, recruitment and selection functions carried out at Ethiopian Customs Commission?
2. Do the recruitment and selection process at Ethiopian Customs Commission is carried out in line with the needed demand and supply; and utilization of HR information system and job analysis?
3. What are the challenges associated with the human resource planning, recruitment and selection practices of Ethiopian Customs Commission?

1.5. Objectives of the Study

1.5.1. General Objective

The general objective of this study was to assess the human resource planning, recruitment and selection practices and challenges in the case of Ethiopian Customs Commission.

1.5.2. Specific Objectives

The specific objectives of the study were:

1. To identify the planning, recruitment and selection practices carried out at the Ethiopian Customs Commission.
2. To assess whether the recruitment and selection practice of Ethiopian Customs Commission is undertaken in terms of forecasting human resource demand and supply; and utilization of HR information system and job analysis.
3. To investigate the major challenges associated with the human resource planning, recruitment and selection practices at Ethiopian Customs Commission.

1.6. Significance of the Study

This study is most important for HR managers as it helps to examine the human resource recruitment and selection practice and challenges. The other significance of this research is that it serves as a reference material to other researchers. Also the study is important because it reveals the importance of good human resource planning, recruitment and selection practices and challenges affecting the performance of Ethiopian Customs Commission. Furthermore, the study serve as a spring board to those who would like to conduct further studies in relation to

Human resource planning, recruitment and selection practice and challenges. Organization success can be measured mainly through delivery of quality service to their beneficiaries. This can be achieved through well-formulated plans and programs, recruiting the right person for the right position, selecting employee with the appropriate document, assignment and retention of committed and competent staffs.

1.7. Scope and limitations of the study

The scope or delimitations of the study can be discussed in terms of the issue under investigation, geographical area, and the methodology adopted. Theme wise, the study concentrates on assessment of HR planning, recruitment and selection practices and challenges of Ethiopian Customs Commission in the case of Addis Ababa Kaliti Customs Branch office. Moreover, the study is geographically delimited to one organization called Ethiopian Customs Commission, particularly Addis Ababa Kaliti Customs Branch Office. In terms of methodology, the study applies a descriptive research design and pertinent data will be collected through structured questionnaire.

1.8. Operational Definition of Terms

- **Human Resources Management (HRM):** Body of knowledge in ECC that encompass staffing, recruiting, selecting, rewarding, employee development, employee maintenance and employee relations.
- **Human Resource Planning;** can be described as a series of activities carried out by ECC human resource management consists of planning the necessary programmers of selection, recruitment, training, deployment, utilization, transfer, promotion development, motivation, and compensation. So that future work force requirements are satisfied.
- **Recruitment;** is the process carried out by ECC HRM on finding and hiring the best and most qualified candidate for a jobbing, in a timely and cost-effective manner.
- **Selection:** is the process carried out by ECC HRM on making a hire or no hire decision regarding each applicant for a job.

1.9. Organization of the study

This study is organized into five chapters. The first chapter is about introduction and includes background of the study, statement of the problem, objectives the study, significance of the study, scope of the study, definition of the operational terms and organizations of the study. The second chapter deals with review of literature including theoretical literature and empirical literature, and conceptual framework of the study. The third chapter discusses the research methodology and includes research approach and design; data source; Population, sample size and sampling technique; data collection instrument; reliability and validity of data collection instruments; methods of data analyses ethical considerations. The fourth chapter deals with data presentation, analysis and interpretation. Finally, the fifth chapter is about summary, conclusion and recommendation drawn based on the findings of the study.

CHAPTER TWO

2.1 LITERATURE REVIEW

The aim of this chapter is to examine the extensive body of literature related to the human resource planning, recruitment, and selection practices. It encompasses literatures related with planning recruitment, selection in considerable detail, setting down the formal processes and procedures that are identified as the considered position of recruitment, selection.

2.1.1 Concepts and definitions of human resource management

Human resource management is a strategic approach to managing employment relation which emphasizes that leveraging people capabilities is critical to gain sustainable competitive advantage, this being achieved via a distinctive set of integrated employment policies, programs and practices. The actual capital of the organization is the human abilities to utilize the human being as a capital. Each organization has too much cash to commence the business but have not professional bodies to use them at the right place and at the right time. And HR is strategic partner of the business which runs with the business and takes the business towards the success (Bratton and Gold, 2003).

The global and competitive market environment has led to new challengers for the individuals and organization. Without having a well-trained and well prepared labor force, businesses drop the ability to compete with national and international rivals, resulting in decreased economic success (Tomaka, 2001). For the last ten years, the workplace in the organization has a lot of issues, like increased international and national competition, fast technologies and scientific changes, workforce demography, wider utilization of information technologies etc (Ferner and Hyman, 1992). Human resource managers should understand all kinds of these issues and should develop suitable strategies in order to help their organization. Human resource management is vital for the organization to achieve its goals and success (Pfeffer, 1994 Jackson and Schuler 2000, Barney, 1991). According to Tokesky and Kornides (1994), to show the importance of HR department to the employees, managers should try to show the relation between human resource management and organizational success.

In turn, HRM is increasing used to recognize the importance of employees as corporate assets. Employees must have, therefore, a wide variety of technical and interpersonal workplace skills and competencies that allow them to work with advanced technologies and function optimally in today's high performing organizations (Combs et al., 2006; Fernandez, 2001). The skills,

knowledge and the experience of the employees are economic values for the organization because the employees enable the organization adaptable and productive. The organizations that run their HR department successfully have higher level of productivity, higher market value, higher profitability and meeting the needs of their shareholders, investors, customers, employees and at the end the needs of the society (Schuler and Jackson, 1996).

2.1.2 Human resource planning: concepts and levels

2.1.2.1 Definition of Human Resource Planning

Human resource is a planning process of forecasting an organizations future demand of the right kind of people, at the right place, in the right time, capable of effectively and efficiently completing those tasks that help the organization achieve its overall objective. In an organization is planning for employment requirement it usually forecast three things personnel need the supply of inside candidates and supply of outside candidates (Asswappata, 2002).

Human resource planning can be described as a series of activities, consists of planning the necessary programmers of selection, recruitment, training, deployment, utilization, transfer, promotion, development, motivation, and compensation. So that future work force requirements are satisfied (Saiyadian, 2003).

As Abraham (2008) stated, human resource planning forecasts an organization's future demand for and supply of employees. Human Resource Planning (or employment planning) enables managers to develop staffing plans that support the organization strategy allowing it to fill the job opening proactively. Human Resource Planning previously in such a way that systematically forecasts an organization's future demand for and supply of employees. In line with this, all organizations should identify their short - run and long run employees needs by examining their corporate strategies short -range plans point out job openings that be fill in the coming year, long -run plans estimate human resource needs for the next, two five, or more years. Each organization must find able of practice that work within the company culture and the realities of business necessities.

According to Ivancevich (2004), Human Resource Planning is both a press and set of plans; it is how organizations assess the future supply of and demand for human resource. Organization must have accurate, rapid access to information about both supply of demand for human resource and be prepared to deal with any surplus or shortage that may come about. Stated that

an effective human resource plan also provide mechanisms to eliminate any gaps that may exist between supply and demand.

Human Resource Planning (HRP) can also be defined as the procedure by which the present and prospective requirements of workforce that an organization needs to attain its objectives are established (Reilly, 2003). It is a procedure or process of forecasting provision as well as requirements for labour in an organization (Ghazala&Habib, 2012).

2.1.2.2 Human resource planning at different level

Human Resource Planning (HRP) may be done at different levels and for different purposes. National planners may make a HR plan at the national level whereas the strategists at a company may make a HR plan at the unit level. The HR Planning thus operates at five levels (Binod, 2020).

1. **HRP at National Level:** HRP at the national level helps to plan for educational facilities, health care facilities, agricultural and industrial development and employment plans, etc. The government of the country plans for human resources at the national level. National plans for HR forecast the demand and supply of human resources at the national level. It also plans for occupational distribution, sectorial and regional allocation of human resources.
2. **HRP at the Sectoral Level:** HRP at the sectoral level helps to plan for a particular sector like agriculture, industry, etc. It helps the government to allocate its resources to the various sectors depending upon the priority accorded to the particular sector.
3. **HRP at the Industry Level:** HRP at the industry level takes into account the output/operational level of the particular industry when manpower needs are considered.
4. **HRP at the Unit Level:** HR Planning at the company level is based on the estimation of human resource needs of the particular company in question. It is based on the business plan of the company. A manpower plan helps to avoid the sudden disruption of the company's production since it indicates shortages of particular types of personnel, if any, in advance, thus enabling the management to adopt suitable strategies to cope with the situation.
5. **HRP at the Departmental Level:** HRP at the departmental level looks at the manpower needs of a particular department in an organization.

2.1.3 The Concept of recruitment

Several definitions of recruitment have been proposed over the last two decades. Recruitment is the process of generating a pool of qualified applicants for organizational job vacancies. For Ofori and Aryeetey (2011), recruitment is the process of generating a pool of competent individuals to apply for employment within an organization. Evidence has shown that larger corporations are more likely than smaller organizations in implementing sophisticated recruitment processes (Bacon & Hoque, 2005) with majority of smaller organizations relying on referrals and advertising as their recruitment practices of choice (Barber, Wesson, Roberson & Taylor, 1999).

Recruitment is also defined as a process encompassing all organizational practices and decisions that affect either the number or types of individuals that are willing to apply for or to accept a given vacancy (Rynes, 2001). Employee recruitment involves those organizational activities that influence the number or types of applicants who apply for a position and affect whether a job offer is accepted (Breaugh, 1992). Emphasizing the strategic importance of the recruitment function, Saks (2007) put forward the following definition: “Recruitment involves actions and activities taken by an organization in order to identify and attract individuals to the organization who have the capabilities to help the organization realize its strategic objectives.” In particular, such activities should generate a pool of desirable candidates and enhance their interest in and attraction to the organization. There is another definition “Recruitment is the process of searching the candidates for employment and stimulating them to apply for job in the organizations; recruitment is the activity that links the employers and the job seekers” (Flipo, 1988).

2.1.4 The Concept of Selection

Selection is the second stage of the employment process. Selection is therefore the process of identifying the most appropriate and suitable person for a particular job. Through selection, the performance for the job is predicted and applicants must fulfill this performance requirement before they would be selected (Yaseen, 2015).

Line managers put HR policies into reality (Nicola, eds; Hutchinson and Wood, 1995; Hall and Torrington, 1998; Hutchinson and Purcell, 2003; Renwick, 2003). HR managers initiate HR policies and practices, but it is the line managers that implement them because of their “direct accountability” over the utilized human resources at workplace (Nicola, eds). Purcell et al

(2003) pointed that line managers own the “largest amount of discretion” in the ways of execute policies and lead and control over issues during the process.

The factors affecting the role of line managers are their reluctance to carry out assigned HR tasks (Purcell, 2003), and their ability to do the tasks (Hirsh et al, 2001; Hamel, 1994). As acknowledged by Hamel (1994) that it is difficult for line managers to identify the relevant skills of people who comes from other departments, as well as negotiating transfer’s issues. This requires the training of line managers’ skills in people oriented activities, such as interviewing, coaching, providing feedback, and identifying learning and development needs. Besides, line managers should be given enough guidance from HR managers on the way to achieve theses.

2.1.5. The Goal of Recruitment and Selection

For recruiting to be effective, attracting a pool of candidates is important since the more the number of the candidates the higher is the chance of getting qualified applicant for post. However, Robbins (2006) noted such a task is not easy especially if the labor market is tight. The source further stated that the goal of recruitment is to communicate the post in such a way that job seekers respond. Webb (1999) further strengthens this idea. He mentioned that the goal of recruitment is to identify the pool of qualified people to secure the services of those most qualified who in turn would help the organization to achieve its objectives. To achieve this goal, an organization may choose internal or external recruitment methods.

The factors affecting the role of line managers are their reluctance to carry out assigned HR tasks (Purcell, 2003), and their ability to do the tasks (Hirsh et al, 2001; Hamel, 1994). As acknowledged by Hamel (1994) that it is difficult for line managers to identify the relevant skills of people who comes from other departments, as well as negotiating transfer’s issues. This requires the training of line managers’ skills in people oriented activities, such as interviewing, coaching, providing feedback, and identifying learning and development needs. Besides, line managers should be given enough guidance from HR managers on the way to achieve success.

2.1.6 Recruitment and Selection Process

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

2.1.6.1 Job Analysis and Recruitment Planning

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

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

Job description is a written statement of what the job holder does, how it is done, under what condition and why (DeCenzo, D. and Robbins, S. 2005). It accurately portrays job content, environment and condition of employment. It acts as source of information about the job while employees are recruited and selected.

Personnel specification- according to Decenzo (2005) also known as job specifications is the minimum acceptable qualification that a job incumbent must possess to perform the job successfully. It define the qualifications, experience and personal qualities required by the job holder and any other necessary information on the special demands made by the job, such as physical conditions, unusual hours, or travelling away from home. They should also set out or refer to terms and conditions of employment such as salary, fringe benefits, hours and holidays. (JuChuelMinBrian H. Kleiner, 2001).

According to Stewart and Brown (2009) job specification is listing of the knowledge, skills and abilities needed to perform the tasks described in a job description. Recruitment plan is the estimate of number and composition of new hires during the year. It is also the perfect tool for the recruitment workload planning, cost allocations, budget planning, succession planning and the talent management in the organization. Armstrong (2006) stated that recruitment planning contains the number and types of employees required to cater for expansion or new developments, sources of candidates, plans for tapping alternative sources and how the recruitment program will be conducted.

2.1.6.2 Attracting Candidates

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

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

Organization image: a prospective candidate may not be interested in pursuing job opportunities in the particular organization. The image of the organization therefore can be a potential constrain. A poor image may limit its attraction to applicants. Robbins (2005)

Job attractiveness: if the position to be filled is an unattractive job, recruiting a large and qualified pool of applicants will be difficult. Moreover a job viewed as boring, hazardous, low paying and lacking in promotion potential seldom attracts a qualified pool of applicants. Robbins (2005)

Internal organizational policy: internal organizational policies, such as 'promote from within wherever possible' may give priority to individuals inside the organization. Such policies, when followed typically insure that all position other than the lower – level entry position will be filled from within the rank. This practice may decrease the number of applicants. In order to attract qualified applicants an organization must evaluate the sources of recruitment. Robbins (2005)

2.1.6.3 Selecting Candidates

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

employment (Decenzo, 2005). Employee selection is the process of testing and gathering information to decide whom to hire (Greg and Kenneth, 2009).

HR and line managers continue to use a variety of imperfect methods to aid the task of predicting which applicant will be most successful in meeting the demands of the job, and/or are the best fit with the work group and culture of the organization. (Torrington and Taylor 2005). The following selection method criteria's will help HR and line managers in predicting which applicant is fit for the job and the organization.

1. **Reliability:** is the degree to which a selection method yields consistent results. It is concerned with consistency measurement (Stewart and Brown, 2009). It indicates that the selection method that the organization uses is trusted by measuring its consistency. There are different methods of measuring the reliability of a selection method.
2. **Test- retest method:** a process of estimating reliability that compares scores on a single selection assessment obtained at different times.
3. **Alternate-form method:** a process of estimating reliability that compares score on different versions of a selection assessment.
4. **Split-halves method:** a process of estimating reliability that compares scores on two parts of a selection assessment.
5. **Inter-rater method:** is a process of estimating reliability that compares assessment scores provided by different raters.

Validity measures the quality of being justifiable and being valid. Employee selection methods must accurately predict who will perform the job well (Stewart and Brown 2009). High reliability may mean little if the selection device has low validity (DeCenzo and Robbins, 2005). There are different types of validities such as:

Content validity: measures the extent to which a test usually measure some aspect of the job itself, or has content similar to the job content (Stewart and Brown, 2009)

Criterion validity: is the degree to which a particular selection device accurately predicts the important elements of work behavior, as in the relationship between a test score and job performance (DeCenzo and Robbins, 2005).

Predictive validity: is a form of criterion related validity estimation in which selection assessments are obtained from applicants before they are hired. (Stewart and Brown, 2009)

Utility is a principle associated with employee selection method that reflects their cost effectiveness. Several factors influence the cost effectiveness of a selection method for example when validity increases utility decrease because valid selection method results in a more accurate prediction, the other is tenure (length of time people stay employed) utility is higher when people remain in their jobs for long period of time. (Stewart and Brown, 2009).

Legality and fairness is a characteristic of selection methods that reflects individuals' perceptions concerning potential bias and discrimination in the selection method.(Stewart and Brown, 2009) the number of people who are unfairly eliminated decreases as validity increases, meaning that more valid tests are more fair.

Acceptability is the characteristic of a selection method that reflects applicants' beliefs about the appropriateness of the selection method. Selection method should be acceptable to all parties involved in the selection process.

2.1.6.4 Selection Process

Employees' election process is the process of selecting the best candidate for the job. DeCenzo and Robbins (2005). The selection process consists of eight steps. These are:

Step-1 Initial Screening

Initial screening is the first step in the selection process whereby inquiries about a job are screened. At this stage the applicant's credentials are compared with the recruitment of the position as per job specification. Sharing job description information with the individual frequently encourages the unqualified to voluntarily withdraw from candidacy which minimizes cost. As a culmination of recruiting effort an organization initiate a preliminary review of potentially acceptable candidates. Perhaps candidates lack adequate experience or education. Decenzo (2005)

Step-2 Completing Application Form

Application form is a company- specific employment form used to generate specific information the company wants. Once the initial screening is completed applicants are asked to complete the organization form. In general terms the application form gives applicant's name, address, telephone number. In addition to this it can incorporate job performance related synopsis of what applicants have been doing during their adult life, their skills and their accomplishments. Decenzo (2005)

Application forms set out the information on a candidate in a standardized format. They provide a structured basis for drawing up short-lists, the interview itself and for the subsequent actions in offering an appointment and in setting up personnel records. Decenzo (2005)

Step-3 Employment Test

As per Decenzo (2005) employment test is any selection examination that is designed to determine if an applicant is qualified for the job. Organizations historically relied to a considerable extent on intelligence, aptitude, ability and interest test to provide major input to the selection process. Even hand writing analysis and honesty test have been used in attempts to learn more about the candidate information that supposedly leads to more effective selection. Some of the employment tests are presented as follows.

Intelligence tests: it measures the range of mental abilities which enable a person to succeed at a variety of intellectual tasks using the faculties of abstract thinking and reasoning. They are concerned with general intelligence and are sometimes called 'general mental ability' tests.

Ability test: An Ability test establishes what people are capable of knowing or doing. The term can refer primarily to reasoning ability; such as verbal reasoning, numerical reasoning, spatial reasoning and mechanical reasoning.

Personality tests: Personality tests attempt to assess the personality of candidates in order to make predictions about their likely behavior in a role. There are many different theories of personality and different types of personality tests.

One of the most generally accepted ways of classifying personality is the five-factor model, which defines Extraversion/introversion, emotional stability, agreeableness, conscientiousness and openness to experience.

Assessment centers: assessment centers assemble a group of candidates and use a range of assessment techniques over a concentrated period (one or two days) with the aim of providing a more comprehensive and balanced view of the suitability of individual members of the group. It provides opportunities for indicating the extent to which candidates match the culture of the organization. (Armstrong, 2009).

Work sample: is a selection device requiring the applicants to actually perform a small segment of the job. Work sample test tend to be job specific that is, tailored individually to each different job in each organization. One of the central ways these tests differ from ability tools is through the contextualization of the content into a specific work situation. These tools can therefore provide data on the applicants' specific skills, but also assess cultural fit (Collings and Wood, 2009).

Step-4 Comprehensive Interview

According to Decenzo (2005) comprehensive interview is a selection device in which information about a candidate can be obtained. Applicants who pass the initial screening,

application form and required tests receive a comprehensive interview. Applicants may be interviewed by the HRM interviewers, senior managers within the organization, potential supervisors or some or all of these. Some of the interview types are as follows:

Individual interviews: The individual interview is the most familiar method of selection. It involves face-to-face discussion and provides the best opportunity for the establishment of close contact rapport between the interviewer and the candidate. A structured interview is one that is built around a set of predetermined questions that may be related to the competencies required as set out in the person specification (Armstrong, 2006).

Interviewing panels: Two or more people gathered together to interview one candidate is known as 'Interviewing panel'. The most typical situation is that in which an HR specialist and line managers see the candidate at the same time. This has the advantage of enabling information to be shared and reducing overlaps. (Armstrong, 2006).

Step-5 Background Investigation

The next step in the process is to undertake background investigation of applicants who appear to offer potential as employees. Background investigation (reference check) is intended to verify information on the application form is correct and accurate information. (DeCenzo, and Robbins 2005). This can include contacting former employers to confirm the candidates work record, obtain appraisal of his/her performance, verifying other job related and personal references and criminal record. The main purpose of a reference is to obtain in confidence factual information about a prospective employee. This information is straightforward and essential. (Armstrong, 2009)

Step-6 Conditional Job Offer

After an applicant has passed all the selection process a condition job offer is usually made. Conditional job offer comes from the HRM representative. The conditional nature of job offer will be removed and the offer will be permanent.

Step-7 Medical or Physical Examination

It is an examination to determine an applicant's physical fitness for essential job performance. It can only be used as a selection device to screen out individuals who are unable to physically comply with the requirements of a job. Aside from its use as a screening device it is helpful in showing that minimum standard of health exist to enroll in companies that provide health and life insurance for their employment.

Step-8 Permanent Job Offer

According to Decenzo (2005) at this stage those individuals who perform successfully in the preceding steps are now considered to be eligible to receive an offer of employment. The final

stage in the selection procedure is to confirm the offer of employment after satisfactory references have been obtained, and the applicant has passed the medical examination required for pension and life assurance purposes or because a certain standard of physical fitness is required for the work. The contract of employment should also be prepared at this stage, (Armstrong, 2009).

The person who makes the employment offer will differ from one organization to another. For administrative purpose the offer is typically made by the human resource management department, but their role should only be administrative. The actual hiring decision should be made by the manager in the department where the vacancy exists.

Step-9 Orientation and Follow Up

Once the new employees are hired the next step will be giving them orientations. As per Decenzo (2005) orientation is a system of introducing new employees to the organization and their work units. Orientation involves familiarizing new employees with company rules, policies and procedures. Orientation programs play an important role in socializing employees.

It is essential to follow up newly engaged employees to ensure that they have settled in and to check on how well they are doing. If there are any problems it is much better to identify them at an early stage rather than allowing them to fester (Armstrong, 2006).

2. 1.7.Evaluation of the Recruitment and Selection Process

It is the evaluation of the success of the recruitment and selection process as well as use of competencies during the process. Its purpose is to ensure that the process is meeting the needs of the organization and complying with equal opportunity requirements.

Improving the Effectiveness of Recruitment and Selection

An HRM approach can be adapted to recruitment, which involves taking much more care in matching people to the requirements of the organization as a whole as well as to the particular needs of the job. Moreover, these requirements will include commitment and ability to work effectively as a member of a team. As described by Townley (1989), both followed a conscious recruitment policy with rigorous selection procedures. Aptitude tests, personality questionnaires and group exercises were used and the initial pre-screening device was a detailed „bio data“-type questionnaire, which enabled the qualifications and work history of candidates to be assessed and rated systematically. Subsequent testing of those who successfully completed the first stage was designed to assess individual attitudes as well as

aptitude and ability. The need for a more sophisticated approach to recruitment along these lines is characteristic by HRM. The first requirement is to take great care in specifying the competences and behavioral characteristics required of employees. At the very least, structured interviewing techniques should be adopted. Wherever possible, psychological tests should be used to extend the data obtained from the interview. Well-planned and administered assessment centers are the best predictors of success in a job, but they are only practical for a limited number of more complex or demanding jobs or for selecting graduates and entrants to training programs.

2.1.8 Recruitment and Selection Process and Development of the Organization

Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success. Due to the fact that organizations are always fortified by information technology to be more competitive, it is natural to also consider utilizing this technology to re-organize the traditional recruitment and selection process through proper decision techniques, with that both the effectiveness and the efficiency of the processes can be increased and the quality of the recruitment and selection decision improved Jovanovic (2004).

A human resource information system is a system exploited to acquire, store, manipulate, analyze, retrieve, and distribute relevant information regarding an organization's human resources. These two authors indicate that the purpose of the system is to support human resource services from the strategic level down to the tactical and operational levels. Many decision-making problems, including recruitment and selection, are herein involved. The system facilitates automated or computerized procedures to solve the problems, and is of vital importance as an aggressive tool in the information age (Huselid, 1995)

Researchers indicate that effective recruitment practices and policies enable boards to find the best candidate for their organization. The personnel function becomes especially important when recruiting and selecting new administrators. A critical role for human resource management is how to elicit positive reactions from candidates when discussing administrative roles. People without administrative experiences have negative perceptions and views of the role of the administrator. In attempts to attract and support individuals to the administrator's position it is necessary to identify what barriers prevent potential candidates from applying to the pool. Job complexity and workload are perceived by employees as the two considerations having had the greatest impact on the number of applicants for administrative positions. Other

factors include poor remuneration as it relates to demands and expectations of the job and lack of resources and support structures in. Many highly qualified, competent, and talented employees dismiss careers in administration because they do not want to sit in an office all day.

2.1.9 Factors Affecting the Selection Process

A permanent, standardized screening process could greatly simplify the selection process. However, development of such a process even if it were possible and desirable would not eliminate deviations to meet the unique needs of particular situation (Armstrong 2006).

2.1.9.1 Legal Considerations

Legislation, executive orders, and court decisions have a major impact on human resource management. It is important for hiring managers to see the relationship between useful and legally defensible selection tools (Armstrong,2006).

2.1.9.2 Speed of Decision Making

The time available to make the selection decision can have a major effect on the selection process. Closely following selection policies and procedures can provide greater protection against legal problems; however, there are times when the pressure of business will dictate that exceptions be made (Armstrong,2006).

2.1.10 Organizational Hierarchy

Different approaches to selection are generally taken for filling positions at different levels in the organization (Armstrong,2006).

2.1.11 Applicant Pool

The number of applicants for a particular job can also affect the selection process. The process can be true selective only if there are several qualified applicants for a particular position. The number of people hired for a particular job compared to the individuals in the applicant pool is often expressed as a selection ratio (Armstrong,2006).

2.1.12. Factors that affect HR planinning, recruitment and selection practices

2.1.12.1 Technological Changes

According to Encher, Nielson and Vallone (2002), human Resources is an important part that firms have not skipped, new technologies have a major impact on the practices and processes in this field. HRP & HRM technology can be defined as technology that is used to lure, hire, retain, and maintain a workforce, support administration of HR, and boost human resource management and planning (Bulmash, 2007). No doubt so far that technology has made it easier and faster to collect, organize, and deliver information and communicate with staff. Access to

HR services is now being provided through technology and online application thus shifting the practice of human resource management (Richard, Johnson & Gueutak, 2011). Recent research indicates firms that fully adopt sophisticated HR technology tools outdo those that do not. Technology has impacted HR in the function of recruitment; by enabling the recruiter to be better organized (Selvan, 2015).

Technology enables practitioners of human resource to successfully plan and coach new hires effectively. The ability to get company information and training programs from faraway locations removes the need for trainers to work directly with new hires on all training. According to Thamarai Selvan (2015), assessment of an employee performance can be done by use of computers.

The factors affecting the role of line managers are their reluctance to carry out assigned HR tasks (Purcell, 2003), and their ability to do the tasks (Hirsh et al, 2001; Hamel, 1994). As acknowledged by Hamel (1994) that it is difficult for line managers to identify the relevant skills of people who comes from other departments, as well as negotiating transfer's issues. This requires the training of line managers' skills in people oriented activities, such as interviewing, coaching, providing feedback, and identifying learning and development needs. Besides, line managers should be given enough guidance from HR managers on the way to achieve success.

2.1.12.2 Organizational Structure

Organizations are uniform, structured and coordinated effort for achievement of economic/financial objectives for profit seeking firms and social for non-profit organizations. Structure composes of an integral part of any organization; it acts as a basis for orchestrating organizational activities. Therefore, organizations understand the significance of structure in carrying out business activities and its nexus to strategy. The human resource manager ensures that they have the right personnel based on the structure of the firm. This will take into contemplation any future growth plans and expansions of the firm. HR practices do not exist in a vacuum; hence, understanding the context within which the role of HR in corporate decision making is affected contributes to improved management of personnel. Such understanding is key as organizational borders are unclear due to an increasing movement towards a global economy where management entails handling organizations and people in geographic positions different from one's own (Armstrong, 2006).

2.1.12.3 Attrition Rate

Attrition can to a large extent be disruptive and costly if not managed well. Work personnel leave employment due to various reasons; resignation, termination, retirement, remuneration, work assignments benefits, promotions just to mention a few. Employees who perform better have an upper hand on external employment opportunities as compared to the average performing employees (Trevor, 2001). Adoption of HRP policies will ensure that the attrition rate of the organization is manageable.

2.1.12.4 Availability of Scarce and Critical Skills

Scarce skills are careers which have a shortage of skilled and qualified personnel due to unavailability and scarcity of the trained personnel Framework for Identifying and Monitoring Scarce and Critical Skills (2005). Managers address scarce skills through training people with registered credentials on the national qualifications framework (NQF) such as degrees, professional certificates, diplomas or technical certificates, while critical skills can be acquired through registered part-qualifications or nonregistered short courses which can consist of individual modules within a qualification. Critical skills are the specific abilities that one requires within an occupation, skills examples entail, teamwork, cognitive, communication, technology, customer handling and general management.

A broad array of government regulations affects the labor supply and therefore HRP (Mathias et.al 2015). HRP requires organizing the different players of the government, the private, the education and training, the professional and occupational sectors of a country's economy. Legislation by a country's government greatly impacts all HR activities. Structure composes of an integral part of any organization; it acts as a basis for orchestrating organizational activities. Therefore, organizations understand the significance of structure in carrying out business activities and its nexus to strategy. The human resource manager ensures that they have the right personnel based on the structure of the firm. This will take into contemplation any future growth plans and expansions of the firm. HR practices do not exist in a vacuum; hence, understanding the context within which the role of HR in corporate decision making is affected contributes to improved management of personnel. (Mathias et.al 2015).

2.1.12.3 Government Policy

A broad array of government regulations affects the labor supply and therefore HRP (Mathias et.al 2015). HRP requires organizing the different players of the government, the private, the education and training, the professional and occupational sectors of a country's economy.

Legislation by a country's government greatly impacts all HR activities. The legislation many at times dictates the duration that a business must hold on to personnel archives and other employee data, what and how the data is to be stored.

For instance, company managers operate within the restrictions of law and safeguard the privacy of employee medical information. HR specialists should be updated on the legislation and educate various supervisors within the organization on their responsibilities (Revised Employment Act, 2012).

2.2. Empirical Review

A study made by Gberevbie (2010) empirically examined employee retention strategies and performance in the Nigerian banking sector, with focus on Zenith Bank in Nigeria. The study revealed that it is more profitable for organizations to put in place appropriate employee retention strategies such as good organization's image or reputation, regular salary package, and humane treatment of employees as strategies for organizational performance. The study provides insight into what could enhance the performance of organizations in their quest for quality service delivery and profitability.

A study made by AbdulQuddus Mohammad (2015), investigates the current practices in employee recruitment, selection and retention in family owned small enterprises, so that new models can be developed. The researcher adopted the quantitative and qualitative approaches; the data was collected by using questionnaires and semi-structured interviews using convenience sampling. Based on data gathered from 100 respondents, the results indicate that the majority of FOSMEs do not have a formal HR department; do not have HR Policies and practices, newspaper advertisements, agencies e-recruitment are some of the popular recruitment techniques and English language, math's test, interviews, medical test are some of the popular selection techniques and factors like good relations, recognition, salary, medical benefits are important for employees to work longer. The results from this study will facilitate the owners to face the challenges of lack of qualified labor and high employee turnover rates and also meeting the enterprise targets.

Social networking sites, such as Facebook and Twitter, allow individuals to post and share personal information, which has led many US employers to use social networking sites to screen job applicants (Shea and Wesley, 2006; Withiam, 2011). A reason for using social networking sites to screen employees is that employers might want to verify information

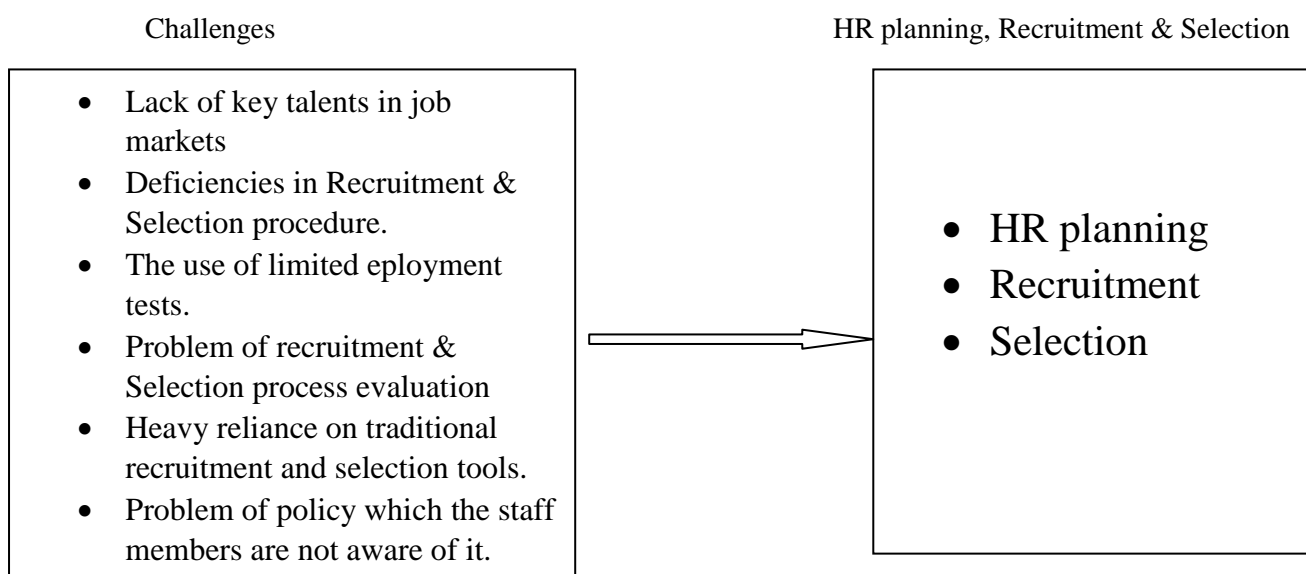
provided by applicants. Other reasons for using social networking sites for selection purposes is that social networking sites have some advantages over traditional human resource tools, such as being accessible without costs (Jacobs, 2009) and are perceived to be reliable sources by users (Kluemper and Rosen, 2009). A research was conducted to examine the relationship between use of the social media as a recruitment source and student attitudes (Rozelle& Landis, 2002). They hypothesized that that Internet recruitment would be seen as presenting less accurate information to applicants as compared to informal forms of recruitment. In addition, greater applicant use of Internet-based recruiting information was expected to be associated with lower satisfaction with the organization. The data did not support the hypotheses, hence the role of online recruitment was significantly established through they study. A paper was recently presented at an international conference by Florea&Badea (2013), which emphasized the manner in which the organizations use technology increases or decreases its positive net effect. The findings suggest that through the Internet, HR can develop an effective recruitment program, which helps manage the highly competitive and time-consuming process of finding skilled personnel.

Another study addressed an important issue while using social media as a hiring tool that the reliability and validity of using social networking sites to screen and select applicants is Unknown. Until the reliability and validity of the information from social networking sites is examined, hiring organizations should be cautious when relying on social networking sites to make selection decisions (Madera, 2012).

2.3. Conceptual framework of the study

Effective human resource management has a paramount role in achieving the organization mission and goals. Hence human resource planning, recruitment and selection and practices determine how to effectively manage human resource management. The following diagram how planning, recruitment and selection of human resource applied in managing organization

Figure 2.3: Conceptual framework of the study



CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Research Approach

Both quantitative and qualitative data were gathered for the study purposes. Therefore, this research applied a mixed research approach, i.e., a combination of quantitative and qualitative research approaches. This approach is chosen as it helps to benefit from each of the approaches.

3.2. Research Design

The objective of this study is to assess the current practices and challenges of Human resource planning, recruitment and selection of ECC and to forward some alternative solutions. To this end, a descriptive survey method was used to obtain pertinent information concerning the topic of the study. Descriptive research design has been implemented based on the cross-sectional field survey method. This study design chosen as it helps to describe the current practices and challenges facing HRP, recruitment and selection in the case organization

3.3 Data Source

The researcher used primary data that has been collected through questionnaire from the customs commission employees and interview with key informants will be carried out. Moreover, secondary data will be gathered from institutional annual plans, previous institutional research finding internet, annual reports of ECC.

3.4 Sample Design

3.4.1 Population, sampling size and technique

There are around 1069 employees in Kality customs branch. From this, a sample was determined and data was collected from the total employees through simple random sampling technique. A sample design is a definite plan for obtaining a sample from a given population. It refers to the

technique or the procedure to select items for the sample. Since the population is heterogeneous who works in different job departments, the researcher used stratified random sampling method. This sampling method is appropriate to take proportionate samples from the population. To determine the sample size, the researcher used the formula provided by Yamane's (1967) to calculate the sample size based on the 95% desired confidence level and a 5% desired level of precision $n=N1+(e^2)$:

Where: n = Sample size

N = Population size

e = level of precision i.e. 0.05

n = 1069 = 314

$1+1069(0.05)^2$

Based on the formula, 314 commission's workers were selected for this study. Then the sample is proportionally computed to choose respondents at the branch office as shown below

Table 3.4.1 Sample stratification

Department	Total number (1)	Proportion (2) [(1)/1069]	Sample size (2) x 314
Human resource service	220	0.205	65
Commercial goods operation	280	0.26	82
Non-commercial goods operation	320	0.299	94
Law enforcement	249	0.233	73
Total	1069		314

3.4.2 Data collection instruments

The researcher used questionnaire to collect pertinent data from employees of customs authority. Hence, questionnaires were employed to collect data from primary sources. Two sets of questionnaire were prepared which comprised both close-ended questions and open-ended questions. The open-ended question was prepared for respondents to give their own opinions on

certain aspects of the study such as how the organization motivates the employees and how motivational strategies are related to employee performance.

The close-ended question was used to choose the option with which they agreed most. Totally 314 copies of questionnaire was administered to respondents to solicit their views. Moreover, interview was conducted with human resource employees and line managers.

3.4.2.1 Instrument Reliability and Validity

3.4.2.1.1 Reliability

Reliability refers to the consistence, stability, or dependability of the data. Whenever an investigator measures a variable, he or she wants to be sure that the measurement provides dependable and consistent results (Cooper & Schindler, 2006). A reliable measurement is one that if repeated a second time gives the same results as it did the first time. If the results are different, then the measurement is unreliable (Mugenda, 2008). To measure the reliability of the data collection instruments, an internal consistency technique using Cronbach's alpha was applied (Mugenda, 2008). Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalizes ability (Zinbarg, 2005). An alpha coefficient of 0.75 or higher indicated that the gathered data are reliable as they have a relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population (Zinbarg, 2005). The student researcher has adopted a measurement scale from Elizabeth (2016) to measure recruitment and selection practices.

Moreover, the student researcher has assessed the reliability of the scales. The result of Cronbach's Alpha coefficient is presented below. The reliability coefficient for HR planning, recruitment and selection practices was calculated to be 0.880, 0.796 and 0.872, respectively. These coefficients are above the minimum acceptable threshold (alpha = 0.70) indicating that the measurement scales were reliable.

Table: 3.5 Reliability test for HR planning, recruitment and selection practices

Dimensions	Cronbach's Alpha	N of Items
Human resource planning	.880	11
Selection practice	.796	2
Recrutment practice	.872	11

Thus, the scale results clearly indicated that the gathered data are reliable as they have a relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population.

3.4.2.1.2 Validity

Validity refers to the extent to which an instrument measures what is supposed to measure. Data need not only to be reliable but also true and accurate. If a measurement is valid, it is also reliable (Joppe 2000). The content of validity of the data collection instrument was determined through developing likert scale method in line with the objectives of the study. The content of the responses given by the respondents were checked against the study objectives. Evidence of content relevance, representativeness and relevance to the research variables indicates that the research instruments are valid (Joppe 2000).

3.5. Data Analysis

Quantitative data gathered through structured questionnaire was processed via SPSS version 20 and analyzed through descriptive statistics (frequency, percentage, standard deviation and mean analysis). In order to ensure logical completeness and consistency of responses, the researcher carries out data editing. Identified mistakes and data gaps were rectified.

Qualitative data gathered through interview was analysed through narration. These qualitative data were mainly focused on challenges of human resource planning practices, recruitment and selection.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

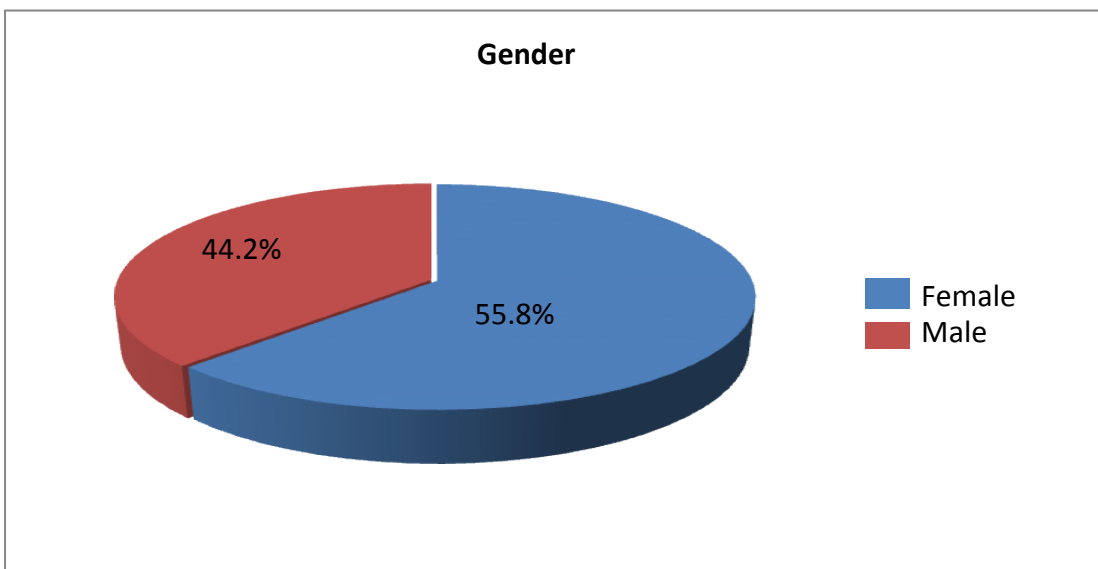
4.1 Introduction

This chapter encompasses data presentation, analysis and interpretation of the study. Thus, demographic characteristics of the respondents and data collected concerning planning, recruitment and selection is presented and interpreted. Among the distributed 314 questioners in Kality Customs branch, 310 (98.8%) of questionnaires were filled and returned by the employees.

4.2 Demographic Characteristics of the Respondents

This section discusses about the frequency distribution of respondents' personal or demographic characteristics. Thus, demographic characteristics like gender, age, education level, working experience and job category described by using frequency and percentage.

Fig 4.2 Gender distribution of the respondents

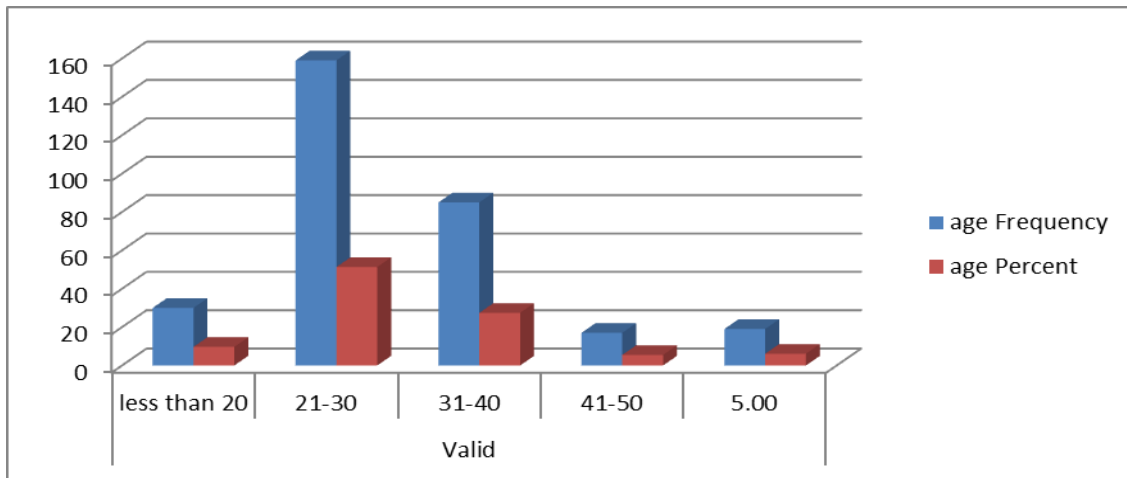


Source: Field Survey (2021)

The above pie chart shows the summary of respondents' demographic factors. 55.8 percent of survey respondents were female and the rest 44.2 percent are male. Based on the information, it can be inferred that the majority of respondents were female. This implies that the organization

is encouraging female to give a better employee opportunity which indicates that the planning recruitment and selection practices of the institution is focused on alleviating gender disparity.

Fig 4.2 Age Structure Of the respondents



Source: Field Survey (2021)

The bar chart indicates the graph of age distribution of survey respondents, Thus, 52.3 percent of the respondents were in their 21 to 30 age group, followed by respondents aged 31 to 40 which is equal to 27.7 percent and the least agegroup were those whose age was less than 20 which is 9.7 percent of the respondents. Therefore, almost 80 percent of current employees of customs commission who participated in the study were below 40 years. This shows that most of the respondents are in the middle productive age who could contribute for the success of the organization.

Table 4.1 Educational level of respondents

No	Item	Measurement	Freq.	Percentage
1	EducationalQualification	Diploma	5	1.6
		Degree	244	78.7
		Master	61	19.7
		Total	310	100
2	WorkingExperience	Lessthan 5year	108	34.8
		6–10years	138	44.5
		11–15years	38	12.5
		Morethan15years	26	8.4
		Total	310	100
3	Job Category	Management	38	12.3
		Supervisor	66	21.3
		Employee	206	66.5

Total	310	100
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Source: Field Survey (2021)

In the above table, item one is concerning the educational qualification of the respondents. Thus, the largest numbers of the respondents are degree holders which are 78.7 percent of the respondents followed by master's holder 19.7 percent and 1.6 percent of Masters Holders. From this, one can easily understand that most employees of customs commission were well educated and can contribute a lot for the success of the organization. This could probably lead to fair HR planning, recruitment and selection.

Item two indicates the experience or service years of the respondents in the organizations. It indicates that 44.5 percent of respondents have an experience between 6 and 10 years followed by 34.8 percent whose experience is below 5 years working in the organizations. Whereas the rest 12.5 percent have an experience for 11 to 15 years and only 8.4 percent of respondents have been working for greater than 15 years. Therefore, it could be inferred that the majority of the respondents have been working for less than 10 years in the organizations this implies that it incurs costs for new employee recruitment and selection.

Item three shows data regarding the job category of the respondents in the organization. It indicates that 66.5 percent of the respondents were employees where as 21.3 percent supervisor's and the rest 12.3 percent were managements which imply that customs commission used organized hierarchy structure to manage the activity. This could lead to smooth HR planning, recruitment and selection practices.

4.3 Descriptive statistics for research variables

This section is the data analysis pertaining to the study it presents the frequency distribution of respondents' opinion on different thematic area. The data were obtained from questionnaire and interview. In addition, the organization's staff selection policy would be analyzed with reference to the best practices and cohesive with the analysis of questionnaire and interview data. Each of them described by using frequency and percentage as captioned below.

4.3.1. Descriptive statistics for Human resource planning

As shown in table 3 below, 53.2 percent of the respondents who constitute the majority agreed that custom commission has clear policy and procedure of recruitment and selection whereas 35.2 percent disagreed that customs commission has clear policy and procedure of recruitment the rest 2.6 percent are neutral that custom commission has clear policy and procedure of

recruitment. This was validated by the mean score of 2.6484. From this it could be understood that custom commission has clear policy and procedure of recruitment and selection implying that the right candidates could be staffed at the right place.

Table 4.3.1 Human resource planning Practices

No	Statements	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total	Mean	
		F	%	F	%	F	%	F	%	F	%			
1	Customs commission has clear policy and procedure of recruitment and Selection.	61	19.7	104	33.5	36	11.6	101	32.6	8	2.6	310	100	2.6484
2	Vacant positions usually filled by recruiting a new Employee.	25	8.1	116	37.4	76	24.5	93	30	0	0	310	100	2.6323
3	HR Department strictly follows the policy and procedure in relation to staff Selection.	48	15.5	107	34.5	66	21.3	89	28.7	0	0	310	100	2.8387
4	The selection procedure is non discriminatory regarding gender, appearance, race, and Political affiliation.	26	8.9	125	40.3	40	12.9	111	33.8	8	2.6	310	100	2.7871
5	The need for new recruitment always comes from human resources planning.	34	11	111	35.5	62	20	96	31	8	2.6	310	100	2.8161
6	Customs commission performs, job specification, and job description before advertising vacancies	18	4.8	134	43.2	56	18.1	91	29.4	11	3.5	310	100	2.6674

Source: Field survey (2021)

N.B: Strongly agreed and agreed are coded as agree

Strongly disagree and disagree are coded as disagree

Concerning the vacant position 46.5 percent of respondents agreed that vacant positions are filled by recruiting new employee whereas 30 percent disagreed that vacant position are filled by recruiting new employee. The rest 24.5 percent are neutral. This was confirmed by the mean score of 2.6323. Therefore, it can be understood that most of vacant positions in custom commission are filled by recruiting new employee.

On the other hand 50 percent of the respondents agreed that human resource department strictly follows the policy and procedure in relation to staff selection. Whereas 27.8 percent are disagreed that human resource departments strictly follows the policy and procedure in relation to staff selection. The left 21.3 percent are neutral. This was also proven by the mean value of 2.8387. Thus it could be generalized human resource departments in customs commission strictly follows policy and procedure in relation to staff selection. This could help for fair and transparent selection of qualified employee on the vacant position.

Concerning selection procedure 49.21 percent of respondents stated (selection procedure is non-discriminatory regarding gender, appearance, race and political affiliation. On the other hand 36.4 percent of respondents disagreed that selection procedure is non-discriminatory regarding gender, appearance, race and political affiliation. The rest 12.9 percent are neutral. This was also supported by the mean score of 2.7871. Thus, based on this result it could infer that selection procedure in customs commission is non-discriminatory regarding gender, appearance, race and political affiliation.

Moreover, 46.5 percent of respondents stated that a need for new recruitment comes from human resource planning. Perhaps 33.6 percent of respondents stated that the need for new recruitment comes from human resource planning. The rest 19.9 percent are neutral. This was also validated by the mean value of 2.81613. Thus, it could be generalized that a need for new recruitment in customs commission comes from human resource planning.

Indeed, 48 percent of respondents agreed that customs commission performs job specification. Whereas 32.9 percent of respondents disagreed that custom commission customs commission performs job specification. The left 19.1 percent are neutral. This was also proven by mean score of 2.6674. Thus it could be concluded that customs commission performs job

specification and job description before advertising vacancies. This creates clarity and provides detail information about job description for candidates.

In nutshell, it could be stated that custom commission has clear policy and procedure of recruitment and selection; most of vacant positions in custom commission are filled by recruiting new employee; human resource departments in customs commission strictly follows policy and procedure in relation to staff selection ,selection procedure in customs commission is non-discriminatory regarding gender, appearance, race and political affiliation; and customs commission performs job specification and job description before advertising vacancies.

4.3.2. Descriptive statistics for Human resource selection practices

4.3.2.1. Selection Test practices

Testing is an important device of screening employees for further selection, accordingly in this section responses obtained on the selection test practice were presented and interpreted.

Table 4.3.2.1. Selection Test Practice

No	Statements	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total	Mean	
		F	%	F	%	F	%	F	%	F	%			
1	The selection test were relevant to the job you have applied at during your first employment	30	5.7	140	45.2	58	18.7	70	22.6	12	3.9	310	100	2.65
2	Selection questions were appropriate to measure the knowledge, skills and abilities that are required for the open position.	27	8.7	124	40.7	67	21.6	72	23.2	120	6.5	310	100	2.787

N.B: Strongly agreed and agreed are coded as agree

Strongly disagree and disagree are coded as disagree

Source: Field survey (2021)

As shown in the above table concerning the relevancy of the applied selection test on the first employment 50.9 percent of respondents who are the majority agreed that selection test were relevant to the job they applied at their employment. Perhaps 26.5 percent have disagreed and 18.7 percent are neutral that selection test were relevant to the job they applied at their employment implying that most of the time selection tests are relevant to the job which could help the commission to get a qualified employee for different positions. This was confirmed by the mean value of 2.65.

Moreover, regarding appropriateness of selection questions in measuring knowledge, skills and abilities of open positions, 49.9 percent have agreed that selection questions were appropriate to measure the knowledge, skills and abilities that are required for the open position followed by 29.7 percent who were disagreed on the appropriateness of selection questions whereas the rest 21.6 percent are neutral. This was validated by the mean value of 2.7871. Thus it could be concluded that selection questions are not appropriate to measure the knowledge, skills and abilities that are required for the open position this implies it's difficult to choose the right candidates.

In nutshell it could be generalized that most of the time selection tests are relevant to the job which could help the commission to get a qualified employee for different positions and selection questions in custom commission are not appropriate to measure the knowledge, skills and abilities that are required for the open position.

4.3.3. Descriptive statistics for Human resource selection practices

4.3.3.1. Selection Interview

As shown in table below 54.9 percent of the total respondents disagreed that there is structured interview to address required question for each candidates whereas 34.2 percent agreed that there is structured interview to answer required question for each candidates. The rest 11.1 percent of respondents do not agree and do not disagree that there is structured interview to address required question for each candidates. This was proven by the mean score of 3.2806. Thus, it could be understood that there is no structured interview which is able to address consistent question for each candidates implying that it makes difficult in selecting the right applicants in customs commission

Table4.3.3.1: Interview Practices

No	Statements	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
		F	%	F	%	F	%	F	%	F	%	F	%	
		1	There is always structured interview to address required question for each candidates.	29	9.4	77	24.8	34	11.1	118	38.1	52	16.8	
2	You were asked about the knowledge, experience and characteristics, interest that are relevant to the open position.	21	6.8	82	26.5	64	20.6	110	35.5	33	10.5	310	100	3.1677
3	The type of interview was group interview when you were recruited.	24	7.7	90	29.1	34	11	124	40	38	12.3	310	100	2.9484
4	The interview was very interactive and you were given a fair and thorough hearing on your first interview.	20	6.5	114	36.8	32	10.3	112	36.1	32	10.3	310	100	2.97677

Source: Field survey (2021)

N.B: Strongly agreed and agreed are coded as agree

Strongly disagree and disagree are coded as disagree

Concerning whether the employees asked about knowledge, experience and characteristics, interests that are relevant to the open position 46 percent (mean of 3.1677) are disagreed that they are asked about the knowledge, experience and characteristics, interests that are relevant to

the open position perhaps 33 percent agreed that they were asked about knowledge, experience and characteristics. The rest 20.6 percent are neutral. This was proved by the mean score of 3.1677. Hence, it could be concluded that the interview process in customs commission does not seriously focus on previous knowledge, experience and characteristics of the potential candidates.

Regarding on the type of interview 51.3 percent who constitute the majority of respondents disagreed that the type of interview conducted in customs commission is group interview whereas 36.9 percent of respondents agreed that the type of interview conducted in custom commission is group interview. The rest 11 percent are neutral. This was confirmed by the mean value of 2.9484. Therefore from this it can be generalized that group interview is not well experienced in customs commission.

Indeed, 46.4 percent of respondents who constitute the higher proportion disagreed that ,interview in customs commission is very interactive and given a fair and thorough hearing, 43.3 percent, agreed that the interview was very interactive followed by 10.3 percent of the respondents who are not sure. This was validated by the mean value of 2.97677. From this it can be generalized that the interview was not very interactive in custom commission.

In nutshell it could be generalized from the majority of respondents who are 50 percent in average that there is no structured interview which is able to address consistent question, interview process in customs commission does not seriously focus on previous knowledge, experience and characteristics of the potential candidates, group interview is not well experienced in customs commission the interview was not very interactive in custom commission.

4.3.3.2 Pre-Employment Checkup

As shown in table 8 below 55.8 percent who are the majority disagreed that minimum three references were checked when employees were recruited. Perhaps 33.8 percent of respondents agreed that minimum three references were checked when employees are recruited. The rest 10.3 percent are neutral. This was validated by the mean score of 3.3226. Thus it can be understood that minimum three references is not consistently checked in customs commission in recruiting employees.

Table 4.3.3.2: Pre-employment checkup practices

No	Statements	Strongly Agree		Agree		Neutral		disagree		Strongly disagree		Total	Mean	
		Agree				Disagree								
		F	%	F	%	F	%	F	%	F	%			
1	Minimum three Reference were Checked when you were recruited.	15	4.8	90	29	32	10.3	124	40	49	15.8	310	100	3.3226
2	You were requested to go through medical checkup when you were recruited	72	23.2	125	40.3	40	12.9	47	15.2	26	8.4	310	100	2.4516

N.B: Strongly agreed and agreed are coded as agree

Strongly disagree and disagree are coded as disagree

Concerning entry on duty medical checkup, 63.5 percent who are the majority of the respondents agreed that they were requested to go to medical checkup when they were recruited whereas 23.6 percent were requested to go to medical checkup when they were recruited followed by 12.9 percent who are neutral. This was proved by the mean value of 2.4516. Therefore it could be generalized that customs commission is experienced in conducting entry on duty medical assessment when new employees are recruited implying that customs employee is physically and mentally capable to perform the work.

In nutshell finding from the majority of respondent who are 60.15 percent stated that minimum three references is not consistently checked in customs commission in recruiting employees customs commission is experienced in conducting entry on duty medical assessment when new employees are recruited implying that customs employee is physically and mentally capable to perform the work.

4.3.3.3. Orientation and Induction

As shown in table 9 below 57.7 percent who constitute the majority agreed that they were informed about the vision mission and goal of customs commission when they join the

organization whereas 36.4 percent of the respondents stated that they were not informed about the vision, mission and goal of custom commission. The rest 5.8 percent are neutral. This was also validated by the mean score of 2.6452. This implies that practice of orienting new recruits about the vision, mission and goal tends to be not effective which could lead to disruption and incur high cost.

Table 4.3.3.3 Orientation and Induction

No	Statements	Agree		Neutral		Disagree		Strongly Disagree		Total		Mean		
		F	%	F	%	F	%	F	%	F	%	F	%	
1	You were informed about the vision, mission, and goal of commission	76	24.5	103	33.2	18	5.8	81	26.1	32	10.3	310	100	2.6452
2	You were introduced about your job immediately after you were selected.	72	23.2	148	47.7	18	5.8	54	17.4	18	5.8	310	100	2.3484
3	You were introduced to your co-worker when you were joined the institution	76	24.5	138	44.5	46	14.8	38	12.3	12	3.9	310	100	2.2645

(Field Survey, 2021)

On the other hand 70.99 percent of respondents who constitute the majority stated they were introduced about their job immediately after they were selected. Perhaps 23.2 percent of the respondents stated they were not introduced about their job immediately they were selected. The rest 5.8 percent were neutral. This confirmed by the mean value of 2.6452. Therefore it can be understood that employees in customs commission are introduced about their job immediately they were selected implying that it makes the job easy for new employees.

Indeed, 69 percent of respondents who constitute the majority stated that they were introduced to their co-worker when they were joined the institution whereas 16.2 percent stated that they were not introduced to their co-worker when they were joined the institution the rest 12.3 percent are neutral implying that new joined employees are introduced to their co-worker which could simplify their next task in their particular work. This also ensured by the mean value of 2.3484

4.3.3.4 Selection decision practices

As indicated in table 4.3.3.4 below 66.4 percent stated there is always immediate supervisor of the recruit at the time of selection decision perhaps 24.5 percent stated that there is no immediate supervisor of the recruit at the time of selection decision. The rest 9 percent are neutral. This was validated by the mean score of 2.4839. Thus it can be understood that there is immediate supervisor of the recruit at the time of selection decision in custom commission.

Moreover 60.6 percent of respondents stated that selection decision is always done based on the average or aggregate result of the selection panel members. Perhaps 20.7 percent stated that selection decision is always done based on the average /aggregate result of the selection panel. The rest 16.8 percent are neutral. This confirmed by the mean value of 2.4516. Therefore it can be generalized that selection decision is always done based on the average or aggregate result of the selection panel members.

Table 4.3.2.4: Selection decision practice

No	Statements	Strongly agree		Agree		Neutral		disagree		Strongly disagree		Total		Mean	
		F	%	F	%	F	%	F	%	F	%	F	%	F	%
1	There is immediate supervisor of the recruit at the time of selection decision	42	13.5	164	52.9	28	9	64	20.6	12	3.9	310	100	2.4839	42
2	Selection decision is always done based on the average or aggregate result of the selection panel members.	58	18.7	130	41.9	58	18.7	52	16.8	12	3.9	310	100	2.4516	58

(Field Survey, 2021)

4.4 Challenges in HR planning, selection and recruitment practices

A finding from key information in quality custom commission indicates that common problem in recruitment and selection is poor HR planning. The key goal of HR planning is to get the right number of people with right skills, experience and competencies in the right jobs at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labor market are important in recruiting and deploying appropriate employees at the right time. The major challenge facing in custom commission in its recruiting and selection practice is lack of key talents in the job market for specialized area like in consultant and information technology area. The following challenges are facing in addition to the above;

4.4.1 Lack of key talents in the job market;-

It is the major challenges facing in customs commission in recruiting and selection practice in the job market for specialized area.

4.4.2 Deficiencies in the recruitment and selection procedure

The recruitment and selection document of the commission does not include evaluation of the recruitment and selection procedure.

The commissions' recruitment and selection procedure is not strong enough to attract competent candidate.

4.4.3 The use of employment tests

The tests do not integrate the various types of employment tests.

4.4.4 Problem of recruitment and selection process are;-

Attracting top talent, lack of quality of candidates and technology misalignment

4.4.5 Heavy reliance on traditional recruitment and selection sources

From interview with the staff members under the quality custom Human Resources unit, it was understood that custom commission has clear policy which promotes transparency in recruitment and selection practices. There are various factors which affect recruitment and selection practices of any organization

For that reason, responses obtained from the challenges/factors affecting staff selection practices are presented. The commission is faced with challenges in acquiring competent candidates; and Shortage of manpower in the market for some specific positions.

4.5 Discussion

4.5.1 Comparison of the finding With Scholarly Written Practices

The study tried to analyze further the Human resource planning recruitment and selection practices of the commission on the basis of scholarly' best practice of planning, recruitment and selection procedure.

- **Job Analysis and Recruitment Plan**

Job analysis is a systematic exploration of the activities within a job. It is a technical procedure that is used to define the duties, responsibilities and accountabilities of a job. This analysis defines and documents the duties, responsibilities, and accountabilities of a job and the conditions under which a job is performed. While recruitment plan contains the number and types of employees required to cater for expansion or new developments, sources of candidates, plans for applying alternative sources and how the recruitment program will be conducted (Decenzo, 2005).

Even though it is not clearly stated on the recruitment and selection procedure of the commission, job specification is made by the head office human resource directorate which requests the hiring of new employee whereas the Human resource selection management teams at the branch level the body which checks and verifies whether the vacancy is prepared per the job specification. The commission recruitment and selection procedure does not clearly show the recruitment plans. Hence, this indicates that the commission needs to clearly state the job analysis process and its outcomes on the recruitment and selection documents. In addition to that, the recruitment plan needs to be clearly stated.

- **Attracting Candidates**

The scholarly written procedure states that attracting the best candidates is very critical to organizational success because it's a matter of identifying, evaluating and using the most appropriate source of applicants. The ideal recruitment effort attracts a satisfactory number of qualified applicants. An organization can attract applicants through its image, job attractiveness or simply benefits.

According to information derived from key informants through interview the custom commission gives priority for internal sources to recruit employees but if there is no employee that is qualified for the job, the vacancy will be announced for the external sources. The human resource directorate transfers responsibilities of recruitment and selection to employing

branches immediately after finalizing the advertisement preparation and selection of the press.

According to the information got through interview mainly uses newspapers and notice boards internet and Media's to advertise the job vacancies. Most of the time applicants shall submit applications in person for same specified dates after the first date of announcement.

- **Selection of Candidates**

The subsequent step next to attraction of employees is, selecting candidates that are best fit to the organization by lifting applications, interviewing, testing, assessing candidates, offering employment, obtaining references; and preparing contracts of employment. Comparing the scholar written procedure with the custom commission procedure the bank follows the following steps in selecting candidates. As per Decenzo (2005), the selection methods must be chosen based on criteria's like reliability, validity, utility, acceptability and legality. Similarly the information derived by interview with human resource department indicates the commission follows the same criteria in selecting the candidates for the vacant position.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the results and the findings based on the analysis conducted throughout the entire study. This research work has attempted to study the practices of HR planning, recruitment and selection Custom Commission, Kality branch. Hence, based on the data discussions; analysis and interpretation the following summary of major findings, conclusion and recommendation are presented here under.

5.2 Summary of Major Findings

The main aim of this study was to examine the practice human resource planning, recruitment and selection practices and challenges at Ethiopian Customs Commission, Kality branch. Its specific objectives are:

1. To identify the planning, recruitment and selection practices carried out at the Ethiopian Customs Commission.
2. To assess whether the recruitment and selection practice of Ethiopian Customs Commission is undertaken in terms of forecasting human resource demand and supply; and utilization of HR information system and job analysis.
3. To investigate the major challenges associated with the human resource planning, recruitment and selection practices at Ethiopian Customs Commission

Thus, regarding human resource planning practices the finding from the majority of respondents who are 57.812 percent on average stated that custom commission has clear policy and procedure of recruitment and selection; most of vacant positions in custom commission are filled by recruiting new employee; human resource departments in customs commission strictly follows policy and procedure in relation to staff selection, selection procedure in customs commission is non-discriminatory regarding gender, appearance, race and political affiliation; and customs commission performs job specification and job description before advertising vacancies.

Concerning the selection practices 74 percent of the respondents stated that most of the time selection tests are relevant to the job which could help the commission to get a qualified

employee for different positions and selection questions in custom commission are not appropriate to measure the knowledge, skills and abilities that are required for the open position. Concerning recruitment practices the majority of respondents (50 percent) stated that there is no structured interview which is able to address consistent question, interview process in customs commission does not seriously focus on previous knowledge, experience and characteristics of the potential candidates, group interview is not well experienced in customs commission the interview was not very interactive in custom commission. On other hand 60.15 percent of respondents who are the majority stated that minimum three references is not consistently checked in customs commission in recruiting employees customs commission is experienced in conducting entry on duty medical assessment when new employees are recruited implying that customs employee is physically and mentally capable to perform the work. Regarding medical checkup, 63.5 percent of the respondents agreed that customs commission conducts entry on duty medical assessment when new employees are recruited implying that customs employee is physically and mentally capable to perform the work. Regarding on the type of type of interview, 51.3 percent who constitute the majority of respondents disagreed that the type of interview conducted in customs commission is group interview. Moreover, 60.6 percent of respondents stated that selection decision is always done based on the average or aggregate result of the selection panel members.

Indeed, the finding through interview indicates that the major challenge facing in custom commission in its recruiting and selection practice is lack of key talents in the job market for specialized area like in consultant and information technology area.

5.3 Conclusions

Based on the findings of the study, it was illustrated that custom commission has clear policy and procedure of recruitment and selection; most of vacant positions in custom commission are filled by recruiting new employee; human resource departments in customs commission strictly follows policy and procedure in relation to staff selection ,selection procedure in customs commission is non-discriminatory regarding gender, appearance, race and political affiliation; and customs commission performs job specification and job description before advertising vacancies. It was also found that in customs commission there are procedure that guides the process of recruitment and selection. Furthermore, it was discovered that the recruitment and selection procedure itself is not revised as often as it should be. In addition, the commissions' recruitment and selection procedure is not strong enough to attract competent candidate. The

finding also indicates that recruitment system of the custom commission is not diversified used modernized approach and as it should be; it uses only local newspapers and some local media as a means of announcing vacancies. Moreover, the tests do not integrate the various types of employment tests. Perhaps; there recruitment and selection document of the commission does not include evaluation of the whole recruitment and selection procedure. Indeed, the recruitment and selection practice of custom commission does not encompass the modern human resource staff selection principles. The staff selection techniques and procedures are not pursued at each steps hindering the capability to recruit competent candidate advertisement, it is limited. This implies that the other method were not effective that lead to many large pool of applicants for best candidate

5.4 Recommendations

In view of the above conclusions drawn from the findings, the following recommendations were made to contribute to the practices of HR planning recruitment and selection of Customs commission. The integral benefits of the identified recruitment and selection practices cannot be over looked nevertheless; the following recommendations must be well noted. The selection practice of custom commission needs to be consistent with its selection policy and best practices. The policies need to match to the accepted practices of staff selection and there recruiting body has to follow the procedure firmly.

For Government policy Makers

The staff selection policy of customs commission need to include strategic objectives which is not only aimed to select the best candidate but it need to be more strategic in building a good employer brand, considering special group interest, and state the role of the institution as equal opportunity employer.

For general managers of ECC

Formal staff selection policies and planning would help the organizations in attracting internal and external candidates in filling any vacant position. Existences of formal policies can also improve the transparency and accountability in staff selection. Policies should also be changed in course of time.

For HR managers

Before any human resource planning recruitment and selection practices implementation job analysis to determine job description, job specification, and job evaluation. Through proper job analysis, organizations need to able to fix up the specific duties and responsibilities of every

employee. Job analysis will help determine skills and knowledge to be possessed by the employees to hold various positions. It could also facilitate in providing effective compensation packages to the employees. Customs commissions shall consistently implement the HR manual at all times where the gap regarding the internal recruitment and selection process is well aligned to the guideline and modern HR concepts. Attention to this will result in motivating staff for improved performance and engagement as well as will help to retain outstanding performers.

For line managers and officers

Customs commission organized training and orientation for new joining staff. However, strengthening the process at all times is necessary to support new joiners to engage on their performance as well as retain them in customs commission.

Customs commissions would work with publicly widely accepted media to post the openings of jobs where internal applicants can easily access the job posting on time. This can be using the internal outlook facility or providing links that lead to internal job postings and also to achieve a large number of applicants, recruitment practice is expected to employ alternative level of recruitment methods.

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APPENDIX ‘A’

ST. MARRY UNIVERSITY

SCHOOL OF GRADUATE STUDIES

MA IN BUSINESS ADMINISTRATION (MBA)

Questionnaires to be filled by Employees of Customs commission

Dear respondents;

This questionnaire is designed to collect data on the recruitment and selection practice in Customs commission which will be used as an input for a thesis in partial fulfillment of General MBA. I assure you that, all your responses will be kept in absolute confidentiality and you will not be held responsible for the research outcome. Therefore, your genuine, frank and timely responses are quite vital to determine the success of this study. So, I kindly request your contribution in filling the questionnaire honestly and responsibly. I thank you well in advance for sparing 15 minutes from your precious time to participate in this study.

Desta Asfaw

NB. No need of writing your name.

Thank you in advance for your cooperation!

Part-I: Personal Data

Instruction: - Circle on the letter of your choice

1. Gender

A. Male

B. Female

2. Age

A. Less than 20

C. 21-30

B. 31-40

D. 41-50

E. More than 50 years

3. Education Level

A. Certificate

C. Bachelor Degree

B. Diploma

D. Masters and above

4. Work Experience

A. Less than 5 years

C. 11-15 years

B. 6-10 years

D. More than 15 years

5. Job category

A. Management position C. Employee

B. Supervisor position

Part-II: HR Planning, recruitment, selection and practices

Instruction: - Put the [√] mark in the box provided.

The following statement relates to the general planning, recruitment, selection and practice of your organization. Please indicate your level of agreement/disagreement by ticking [√] in the box for your exact feeling based on the scale below.

N.B:- 1= Strongly Agree 2= Agree 3= Neutral 4= Disagree 5= Strongly Disagree

No	Human resource planning in ECC	Scale				
		1	2	3	4	5
1.1	Customs Commission has clear policy of recruitment and selection.					
1.2	Vacant positions usually filled by recruiting external employees					
1.3	Human Resource Department strictly follows the policy and procedure.					
1.4	The selection procedure is nondiscriminatory regarding gender, race, political affiliation etc					
1.5	The need for new recruitment always comes from Human Resources Planning					

1.6	Customs Commission performs job analysis for a particular job and job evaluation before advertising vacancies.					
1.7	The vacancy advertisement provides sufficient information about the job					5
1.8	Customs commission uses well known media for the job vacancy advertisement.					
1.9	The application process for open vacancies is very easy, efficient for the candidates					
1.10	There is Enough Number of Applicants Pool from Vacancy Advertisements.					
1.11	The vacancy advertisement has its own consistent format which is applicable to all type of job vacancies					
No	Human resource selection in ECC	Scale				
		1	2	3	4	
3.1	Selection test were relevant to the job you have applied at your first employment in ECC					
3.2	The selection tests were administered strictly not to create irregularities.					
3.3	Selection questions measures the knowledge, skills					

	and abilities that are required for the open position					
No	Recruitment in ECC	Scale				
		1	2	3	4	5
4.1	There is always structured interview to address consistent question for each Candidates					
4.2	You were asked about the knowledge, experience and characteristics, interest that are relevant to the open position					
4.3	The type of interview was group interview when you were Recruited					
4.4	The interview was very interactive and you were given a fair and thorough hearing on your first interview					
4.5	Minimum three reference were checked when you were recruited.					
4.6	You were requested to go through Medical Checkup when you were recruited					
No	Human resource practice in ECC	Scale				
		1	2	3	4	5
5.1	You were informed about the vision, mission, and goal of Customs Commission					
5.2	You were introduced about your job immediately after you were selected.					

5.3	You were introduced to your co-worker in the Customs commission					
5.4	There is Always the Immediate Supervisor of the Recruit at the time of Selection Decision					
5.5	Selection Decision is Always Done Based on the Average / Aggregate Result of the Selection Panel Members					

Part III. The challenges of HRP, Recruitment and selection practices

1. What are the major challenges that Customs Commission is facing in relation to staff planning, recruitment and selection?

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2. What do you recommend improve the Human resource planning, recruitment and selection practices, as well as the resolve the associated challenges?

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APPENDIX ‘B’
SCHOOL OF GRADUATE STUDIES
MAIN BUSINESS ADMINISTRATION (MBA)
MBA PROGRAM

Interview Questions with Human Resource Manager and selected department heads.

1. How transparent and clear are the Customs Commission clear policy, guidelines and plan for recruitment and selection of employees? Do you think that every staff member is aware of the policies?
2. Where does the need for recruitment and selection come from? Is it initiated by the vacant positions created due to different reasons or HRP?
3. What are the staff attraction mechanisms that Customs commissions use to have adequate number of applications from the vacancy advertisement?
4. Do you think that the selection process of customs commission is very relevant for every position and free from misuse?
5. Do you use reference checks on selection process?
6. Does the customs commission perform job analysis before advertising vacancies for employment? Is there a job analysis for every position?
7. How the recruitment and section practices of Customs Commission affected your employee performance?
8. What factor help to improve recruitment and selection practice at Customs Commission?
9. How do you rate the effectiveness of recruitment and section practice of customs Commission?
10. What are the major challenges that Customs Commission is facing in relation to staff recruitment and selection.
11. What do you recommend improve the Human resource planning, recruitment and selection practices, as well as the resolve the associated challenges?

